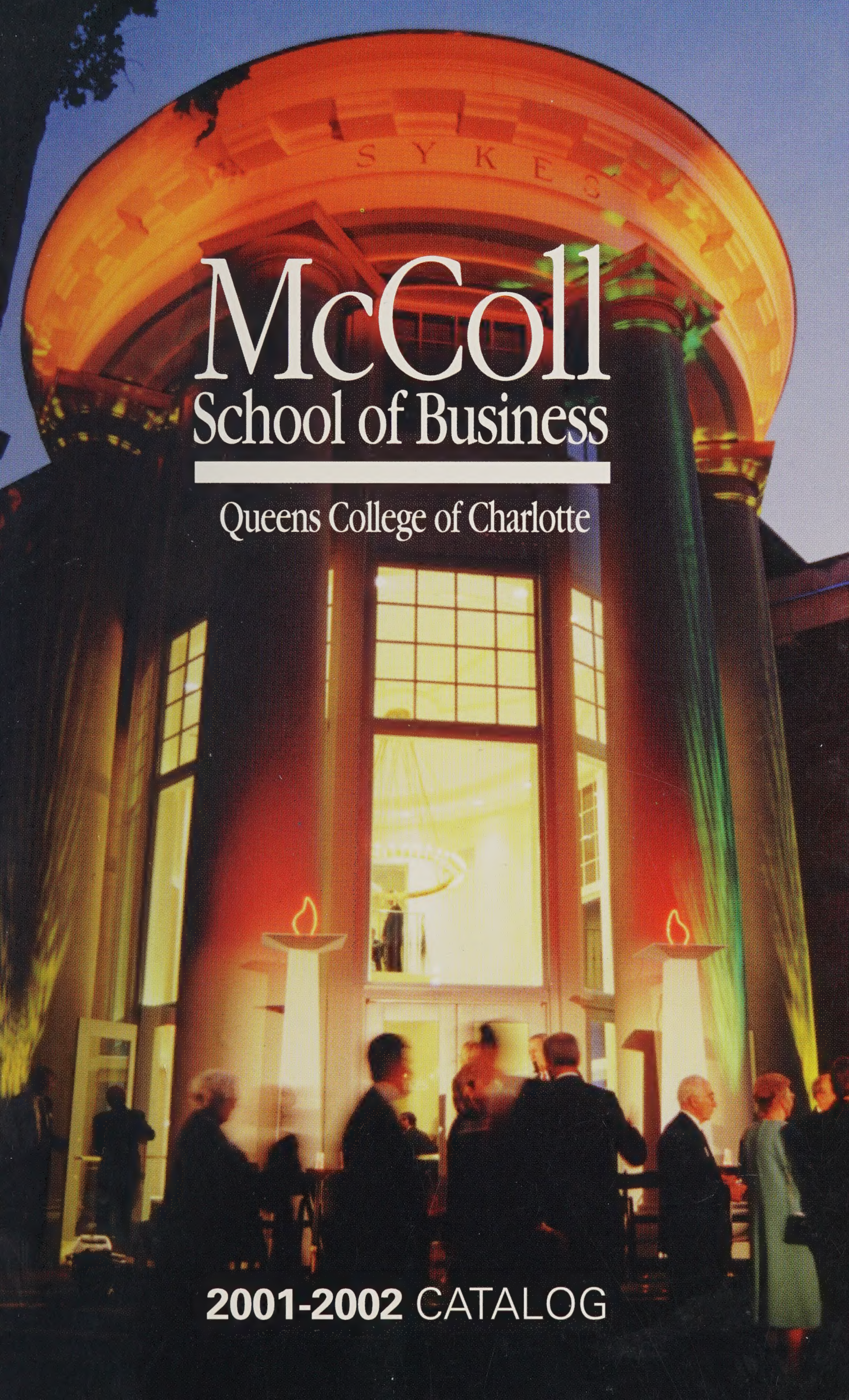

McColl
School of Business

Queens College of Charlotte

2001-2002 CATALOG

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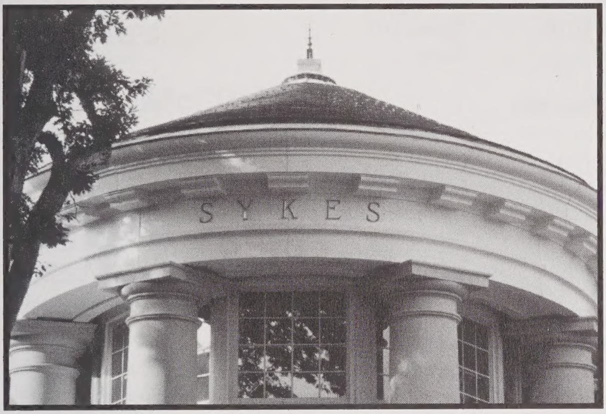
McColl
School of Business

Queens College of Charlotte

2001-2002 Catalog



Queens College adheres to the principle that all shall have equal opportunity and access to its educational facilities, activities and employment. Queens College does not discriminate on the basis of race, sex, creed, age, ethnic or national origin, or handicap in the administration of its educational policies, admissions policies, scholarship or loan programs, and athletic and other college administered programs.

The course offerings and requirements of the McColl School of Business are under continual examination and revision. This catalog is not a contract. It merely presents the offerings and requirements in effect at the time of publication and in no way guarantees that the offerings and requirements will not change.

THE EVENING MBA ACADEMIC CALENDAR 2001-2002

Fall Term 2001

Tuesday 9/4	MBA Evening Classes Begin
Tuesday 9/11	Deadline for Intent to Graduate Forms for May 2002 Graduation
Tuesday 9/11	Final Day to Add Fall Registrations
Tuesday 9/18	Deadline for "Drop" from Class
10/12-14	The Blumenthal Conference
Tuesday 10/23	Last Day to Withdraw
11/19-23	Thanksgiving Break
Monday 12/10	Classes End
12/11-17	Exams

Spring Term 2002

Wednesday 1/10	Deadline for Intent to Graduate Forms for Graduation August 2002
Monday 1/14	Classes Begin
Monday 1/21	Martin Luther King Day – College Closed
Tuesday 1/22	Final Day to Add Spring Registrations
Tuesday 1/29	Deadline for "Drop" from Class
Monday 3/4	Last Day to Withdraw
3/11-15	Spring Break
Monday 4/22	Classes End
4/23 - 4/29	Exams
Friday 5/3	Baccalaureate - 4 p.m.
Saturday 5/4	Graduation Ceremony - 10 a.m.

Summer Term 2002 - May 13 - August 10

THE EXECUTIVE MBA ACADEMIC CALENDAR 2001-2002

Fall Term 2001

Friday 8/24	Classes Begin, Semester Two
Saturday 8/25	Classes Begin, Semester Six
Friday 12/14	Term Ends, Semester Two
Saturday 12/15	Closing Exercises, Semester Six

Spring Term 2002

Fri/Saturday 1/11-12	Classes Begin, Semester One
Friday 1/18	Classes Begin, Semester Three
Friday 5/10	Term Ends, Semester Three
Saturday 5/11	Term Ends, Semester One

Summer Term 2002 - May 13 - August 10

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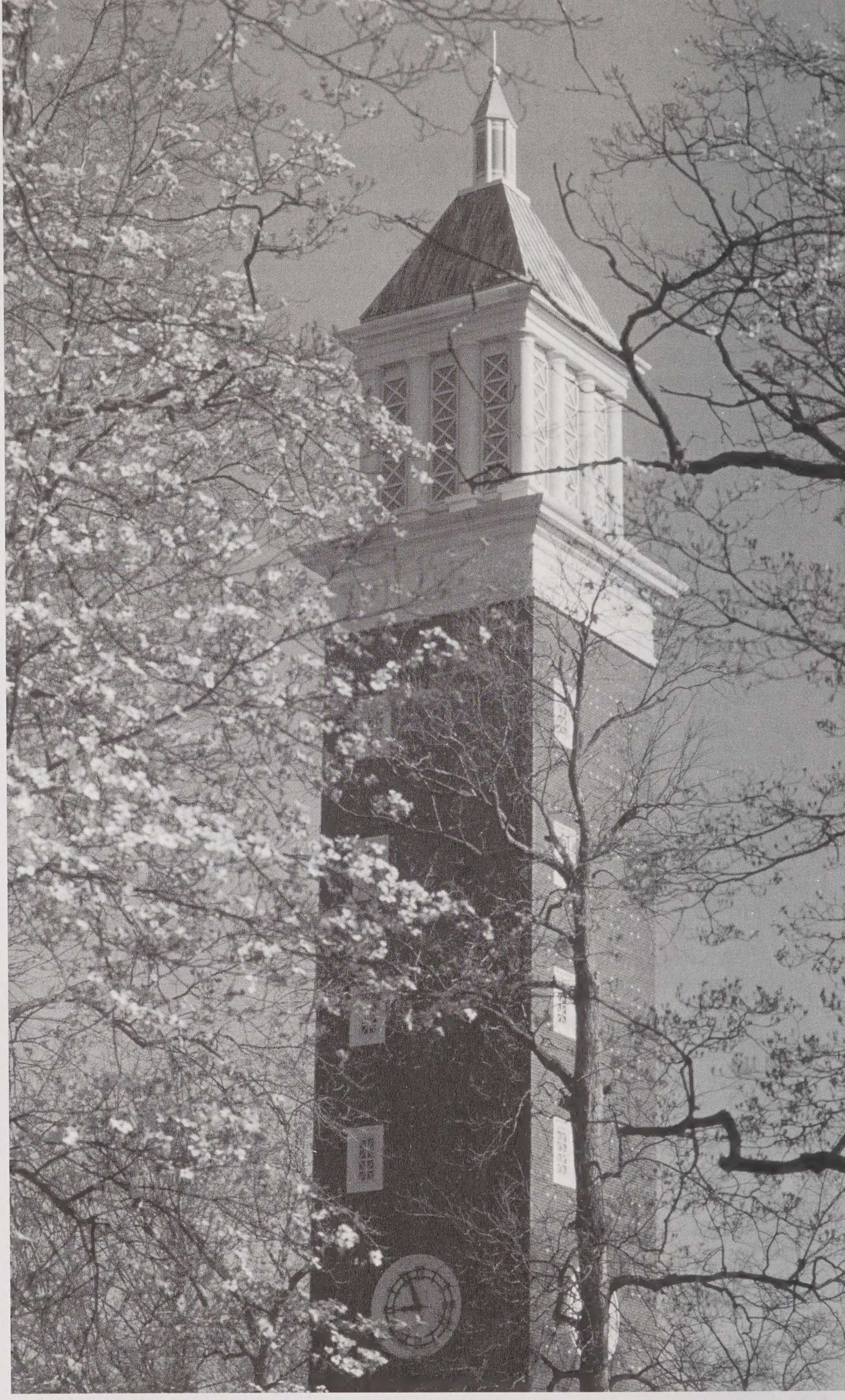


Queens College

Queens College is a diversified, co-educational, private, student-centered liberal arts college affiliated with the Presbyterian Church. There are three units of the College which serve the diverse needs of a variety of students. The College of Arts and Sciences offers traditional liberal arts majors, a unique interdisciplinary core program, an international experience, and career preparation through a required internship for a residential student body which is largely drawn from the eastern seaboard. The Hayworth College offers undergraduate and graduate courses of study to a primarily adult student body drawn from the Charlotte area. The McColl School of Business offers business programs in both undergraduate colleges as well as graduate business programs (MBA and EMBA). In all of its educational programs, Queens emphasizes active learning, close student-teacher relationships, and connection between the work of the classroom and the world of work, using the greater Charlotte area for experiential learning.

The McColl School of Business and Hayworth College operate under a trimester system, the College of Arts and Sciences operates on a semester system. This catalog describes the programs of the McColl School of Business. Separate catalogs describe College of Arts and Sciences and the Hayworth College programs.

Accreditation

Queens College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097; telephone number 404-679-4501) to award the following degrees:

- Bachelor of Arts
- Bachelor of Music
- Bachelor of Science
- Bachelor of Science in Nursing
- Master of Arts
- Master of Arts in Teaching
- Master of Business Administration
- Master of Fine Arts
- Master of Science in Nursing

The National Association of Schools of Music and the National Association of Music Therapy have accredited the college's programs in music. The National Council for Accreditation of Teacher Education (NCATE) and the North Carolina Department of Public Instruction have fully accredited the education program. The nursing program is approved by the North Carolina State Board of Nursing and accredited by the National League for Nursing Accrediting Commission (NLNAC). Queens is also approved for veteran education.

The business programs in the McColl School of Business are nationally accredited by the Association of Collegiate Business Schools and Programs (ACBSP).

Mission Statement

Queens College, private and Presbyterian, educates students for noble lives, productive careers, and responsible citizenship, all within a changing global community. Queens seeks national preeminence as a student-centered college that enhances the traditional liberal arts with career preparation to provide an education that is both intellectually challenging and practical.

To fulfill its mission, Queens provides its students with opportunities to develop:

- a personal philosophy of life reflecting high ethical standards and spiritual values, commitment to service, and a recognition of the intrinsic worth of all individuals.
- an ability to think clearly and independently, to make critical judgements in a variety of changing contexts, and to communicate effectively in writing and speaking.
- a basic knowledge of the academic disciplines and their interrelationships, and a special competence in one or more areas of study in preparation for professional activity or graduate study.
- appropriate knowledge and abilities to work creatively with others, to adapt to change, and to be responsible citizens and leaders in their communities.
- an understanding and appreciation of culture, including an informed respect for the differences among cultures, and an understanding of the global nature of our society.

History of Queens College

Queens was founded in 1857 as the Charlotte Female Institute, then located on College Street near the center of the city. For five years after 1891, it was called the Seminary for Girls; after affiliating with the Presbyterian Synod of North Carolina in 1896, it became known as the Presbyterian College for Women. In 1912, anticipating the move to its present campus in the Myers Park residential area in 1914, it became Queens College.

That name revived pre-Revolutionary traditions, for in 1771 a group of North Carolina colonists sought a royal charter for a Queens College, to be located in the town of Charlotte, which was named for the British Queen, Charlotte of Mecklenburg. George III refused the petition, doubting the wisdom of creating an institution to perpetuate non-conformist views favored by the Scotch-Irish Presbyterians who had settled in Piedmont Carolina. A school was chartered in 1773, however, under the unusual name of Queens Museum. During the Revolution, it sympathized with the colonial cause and became known as the Liberty Hall Academy.

The academy's post-Revolutionary history is sketchy, but in 1821 the Male and Female Academy Corporation was chartered to operate the Liberty Male Academy, the predecessor of Davidson College, and the Charlotte Female Academy, the predecessor of the Charlotte Female Institute.

In 1930, Queens became related to the Presbyterian Synod of South Carolina through a merger with Chicora College in Columbia, S.C. (formerly in Greenville). With the creation of the Synod of the Southeast in 1973, Queens' official church relationship was extended to include Presbyterians in Georgia as well as those in the Carolinas. Subsequent restructuring of the Presbyterian Church has given Queens ties to both the South Atlantic and the Mid-Atlantic synods.

In the aftermath of World War II, Queens admitted its first male students in a non-residential status. A coeducational Evening College, the forerunner of the New College and present Hayworth College, was created in 1948.

Queens first masters degree program, the Master of Business Administration, began in 1980. The Master of Education program began in 1983 and was replaced by the Master of Arts in Teaching program in 1992. The Master of Science in Nursing program was added in 1998 and the Master of Arts in Organizational Communication program was added in 1999.

In 1979, the traditional undergraduate liberal arts college at Queens was named the College of Arts and Sciences. Also, in 1979 New College was inaugurated as a coeducational undergraduate evening program designed for working adults. In 1987, the College of Arts and Sciences became fully coeducational and, in 1989, adopted the innovative Foundations of Liberal Learning program which is now known as the Core Program in Liberal Arts. The International Experience Program, now known as the John Belk International Program, was established in 1989. The Hugh L. McColl, Jr. School of Business was established in 1993 to unify and strengthen the college's programs in accounting and business administration. In 1995, the New College was renamed the Pauline Lewis Hayworth College.

McColl School of Business

The McColl School of Business educates persons of extraordinary energy and ability who, because of their intellect and character will attain positions of leadership and high responsibility in the world of commerce and practical affairs. The MBA and EMBA programs of the McColl School help these individuals prepare to deal effectively with their future success by sharpening their judgment and heightening their awareness of management realities.

The McColl School of Business creates a stimulating learning climate through talented program participants and well-qualified, skilled faculty. The school enthusiastically encourages course development and other scholarly activities among the faculty.

The school seeks to foster a collaborative atmosphere among students, faculty, staff and the business community.

The Campus

Queens College is located on a wooded campus in the Myers Park area of Charlotte. Its Georgian buildings, many of them constructed in 1914 when the college was moved to this site, have been extensively remodeled. The architectural motif of red brick with white trim has been incorporated in the more modern buildings.

Principal buildings include the following:

Burwell Hall (1914), the focal point of the campus, faces Selwyn Avenue. In addition to the admissions and administrative offices, the building houses the McInnes Parlors which provide a spacious reception area for guests and social events. Robert Burwell served as president of the Charlotte Female Institute from 1857 to 1872, and his wife, Margaret Anna Burwell, was a teacher and principal.

Belk Chapel (1950), was a gift to Queens by the families and associates of William Henry Belk and Dr. John M. Belk, in their honor. Greek revival in architecture, it is equipped with a 39-rank organ and seats 750. It is used for chapel and for other religious services and meetings. The Belk families have been loyal and generous supporters of the college.

Trexler Student Center (1993), honors long-time Queens trustee Charles B. Trexler and his children. Designed to be the "living room" of the college, the Trexler Center is located at the geographic center of the campus. It offers a living room, snack bar, game room, meeting room and a private dining facility - the Claudia Belk Dining Room. A stairway connects the Trexler Center with the post office and bookstore in the basement of Morrison Hall.

Morrison Hall (1927), includes the Frances Thompson Young Dining Hall, which was completely renovated in 1999, a kitchen, the College post office, the College bookstore, ceramics and sculpture studios, and auxiliary rooms. The building is named for its donor, Mrs. Cameron Morrison, wife of a distinguished North Carolina governor.

E.H. Little Fine Arts Center (1966), contains the Charles A. Dana Auditorium, which seats 1,000 for concerts, recitals, plays and lectures. The center also contains the Suzanne Trezevant Little Recital Hall, an exhibition gallery, studios, practice rooms, classrooms for music and drama and music offices that include a library of music, miniature scores and recordings. Major donors of this facility were prominent philanthropists E.H. Little and Charles A. Dana.

Jernigan Building (1914), houses classrooms, the Business Office, the Registrar's Office, the Financial Aid Office, the student bank and the Office of Student Development. Dr. Charlton Coney Jernigan was president of Queens from 1951-53.

John H. Sykes Learning Center (2000), is named in honor of Mr. John H. Sykes, a member of the Board of Trustees and a generous benefactor of the College. The building is home to the McColl School of Business and is used by the entire campus for classroom, meeting and event space. The building contains a 214-seat auditorium, 8 classrooms, meeting rooms, faculty offices and a student lounge.

Dana Building (1961), honors Charles A. Dana, a generous benefactor of Queens College. The Dana Building contains classrooms and faculty offices.

McEwen Hall (1914), was renovated in 1989. The building, named for the late Dr. Mildred Morse McEwen, alumna and professor emeritus of chemistry, includes classrooms, faculty offices, and the John Belk International Program Office.

Ovens Athletic Center (1954), includes a large gymnasium, classrooms, a dance studio, a weight room and a swimming pool. Extensive renovation and remodeling took place in 1989 with the expansion of Queens' athletic programs. David Ovens, business executive and merchant, was a Queens trustee and benefactor.

Walker Science Building (1966), contains laboratories, classrooms, faculty offices and research facilities for biology, chemistry, physics and mathematics. It also houses Queens' Computing Services Center. The building was named for Dr. Edwin R. Walker, a former president of the college.

Watkins Hall (1914), houses the art department and exhibition galleries. It is named for Miss Mildred C. Watkins, member of the faculty from 1895-1909.

Student Health & Wellness Center (1958), provides seven hospital beds and rooms for consultations and treatment. It was a gift of Thomas M. Belk and his wife, Katherine McKay Belk, honoring Dr. John R. Irwin, Dr. Henderson Irwin and Dr. Hamilton W. McKay.

residence halls

Residence Halls

Albright Residence Hall (1964) is named in honor of Miss Thelma Albright, former dean of students and a long-time faculty member at Queens.

The William H. Barnhardt Center (1965), a dormitory facility, honors Mr. and Mrs. William H. Barnhardt. Mr. Barnhardt, a prominent and devoted supporter of the College, was a member of the Board of Trustees.

Belk Residence Hall (1954) honors the late Mrs. William Henry Belk, alumna, trustee and benefactor. The hall was a gift to Queens from Mrs. Belk's sons and daughter.

Hayes Residence Hall (1914) is named for Queens alumna and Board Trustee Mariam Cannon Hayes '37. The Lily Long Lobby in Hayes Hall is named for Miss Lily W. Long, who served the College for half a century and was president from 1891-1899.

South Residence Hall (2001) is Queens' largest residence hall, and houses the fitness center.

Wallace Residence Hall (1962) honors Mr. and Mrs. J. M. Wallace and family. Mrs. Wallace was an alumna, and J. Mason Wallace Jr. was a College trustee.

Other buildings immediately adjacent to the campus include Harris House, the home of Continuing Education, and Withers House.

Other buildings on the campus are named for Dr. Elizabeth H. Blair, former dean of instruction; Mr. and Mrs. W. Z. Stultz, donors; and Miss Laura A. Tillett, professor emeritus of English. These buildings are used for administrative and instructional purposes.

Library

Everett Library (1960), located at the center of the campus, was built through the generosity of Herschel Hill Everett, chairman of the board of trustees from 1952-67, and his wife, Cornelia Nisbett Everett. A new Georgian-style facade was constructed in 2000, thanks to a gift from Mr. John H. Sykes, a member of the Board of Trustees.

The library collection - the core of the academic community - is designed to support all programs of the college. More than 118,000 books and bound periodicals and 25,000 U.S. government documents are available in open stacks for student use.

In addition, the library currently subscribes to over 600 periodicals and retains The New York Times on microfilm from 1910 to the present and The Wall Street Journal from 1987 to the present.

The collection, which grows at a rate of 2,000 volumes a year, receives additional support from endowments established by the Friends of the Library. The library's catalog is online and is available on the campus network. The library provides access to the Internet and the World Wide Web, and offers instruction in the use of these resources.

The Margaret Louise Chapman Instructional Media Center is located on the lower level of the library. Donated by the Friends of the Library in 1982, it is a full-service media center with equipment and facilities for the production and use of audio and video materials.

Also on the lower level is the **Curriculum Resource Center**, which houses the Education Division's collection of state-adopted textbooks and other materials for classroom use.

Students have free access to the stacks and may receive instruction in the use of the library at any time. The library encourages use by Queens students, faculty and staff, alumni, Friends of the Library, ministers of the supporting presbyteries and other individuals with special permission.

Everett Library has been enriched by its Friends of the Library organization. Founded in 1971, this community group hosts popular, annual "book-and-author" events; contributes significantly to the interior decor of the building; funds the Browsing Collection; and has established a Special Collections Room in memory of Rena C. Harrell, Queens' first librarian. This special room houses a collection of Charlotte imprints, books on the history of Mecklenburg County and materials relating to the history of Queens College. Thanks to an anonymous gift received in April 1994, the library has the SIRSI Automated Catalog System.

Student Services

Athletic Facilities McColl School students with student ID's may use the swimming pool and tennis courts. Open hours for pool use are posted each semester. Tennis court access cards are available from the physical education office during fall and spring terms only. A deposit is required. For more information, contact the physical education office.

Campus Police The Campus Police Department was established to maintain a safe environment for the college community. Officers with the department are commissioned Campus Police Officers by the Attorney General of North Carolina and have full police powers on campus. Officers patrol the campus 24 hours a day and are on duty year round, including holidays. The Chief of Campus Police not only has responsibilities for police and security functions, but also enforces all safety and fire regulations on campus.

Career Development Center The Center for Career Development provides various personal and group services to Queens students and to members of the community. The center offers individual and group career management services as well as job search consultations. Students are encouraged to use the Career Resource Center which includes information about careers and graduate/professional schools, as well as employment listings for full-time and part-time jobs. Private appointments are available. Queens' Center for Career Development is located in the Blair House.

Counseling Services Queens has professional counselors on staff in the Health Center who are available for appointment by calling 337-2220. All counseling services are confidential. Hayworth College students may make an appointment for information and/or referral to off-campus counseling services. There is no charge for this appointment. The cost of any off-campus therapy to which a student is referred is the responsibility of the individual student.

Dining Hall Morrison Dining Hall is open for breakfast, lunch and dinner. Students may purchase a single dinner ticket at the door or a packet of ten dinner tickets from the office in Morrison Dining Hall. These tickets may be used at any dinner during the semester. Dining Hall hours are posted each semester.

Emergency Telephones Telephones are located in each of the parking areas and buildings on campus. These should be used by persons requesting assistance or in need of help from Campus Police at 337-2306.

Escorts Persons may call 337-2306 or come by the Campus Police Office and request an escort to or from the parking lots. This service is available 24 hours a day. Please keep in mind that it might take a few minutes to give you the assistance because of other duties or emergencies that may arise.

Medical Services The Health & Wellness Center is available to care for the routine medical needs of students. All resident students must have a health form on file. All commuters who plan to use the health services also must have a health form completed by their physician and on file in the Health & Wellness Center. The staff may be unable to treat a student who does not have a health form on file. McColl School of Business students may receive tetanus immunizations at the Health & Wellness Center for a nominal charge.

Parking Permits A student parking permit for MBA students is available in the MBA Admissions Office. The permit costs $40 per academic year (September through August) and allows the student to park in assigned lots and unrestricted zones during times indicated in the Queens College Rules and Regulations Handbook. Cars parked on campus without permits will be ticketed.

Post Office A full-service post office is located adjacent to the bookstore in the lower level of Morrison Hall.

Student Government Association (SGA) The Hayworth College SGA, organized in 1981, is the formal means of student involvement in the operations and activities of Hayworth College. Representatives are elected each fall by the student body and serve as liaisons between students, faculty and administration. Officers of the SGA may be asked to serve on Hayworth College Judicial Committees.

Student Identification Cards Student ID cards are recommended for all Queens College students, including McColl and Hayworth College students. The Campus Police Office in Stultz Building provides picture ID cards free for adult students. An ID card is valid for the academic year. ID cards are required to check out books in the Library and to use the Dickson Microcomputer Lab after hours.

Student Store The Queens Student Store, located in the basement of Morrison Hall, sells textbooks, academic supplies, clothing, beverages and some snack foods.

Tutoring Center The Tutoring Center is located on the first floor of McEwen Building. Assistance is available with both writing and mathematics, and other courses as available. Evening appointments are available. There is no charge for the tutoring center services.

Trexler College Center The Trexler College Center, which adjoins Morrison Dining Hall and is connected by a stairway to the post office and bookstore, offers a living room, snack bar, game room, television lounge and facilities for meeting and studying.

Computing Services

Computing Services for both academic and administrative users is coordinated by the staff of Queens Computing Services, which is located in the basement of Walker Science building. Computing Services houses the IBM AS/400 midrange computer to support the College's integrated administrative software system. In addition, Pentium-level file servers running Novell Netware 4.1 and Microsoft NT Server 4. 0 are available to support the campus network with services such as e-mail and Internet access. The campus network environment is comprised of a switched therned fiber optic backbone. Distributed computing capabilites are provided to all administrative offices including support for the College's admissions telecounseling center, and network support for the library's IBM RS600 which provides library automation services.

Faculty members, administrators and staff also have access to individual personal computers with software appropriate to their needs, either resident on each PC's local hard drive or access through the campus network. Student access to computers on campus is provided through the facilities described below:

The Dickson Microcomputer Lab The lab is located in the basement of the Walker Science Building, adjacent to the Computing Services Center. This lab has 20 IBM-compatible 386/486-level personal computers with color monitors. Each PC has network access to the Internet and student E-mail accounts. Available software includes both DOS and Windows operating systems and related application software including DOS WordPerfect and Word for Windows, Excel, and MS Works. The lab also includes a mixture of dot matrix and deskjet printers. The lab is used to support academic courses and serves as a resource for faculty and students. The lab is staffed during primary usage times each day and is open on request 24 hours per day when classes are in session.

The DeWitt Computer Teaching Lab located in Dana Building room 312, is a classroom lab of 22 Dell Pentium 133 computers with 16 megabytes of RAM. These computers are set up with Windows 95, Microsoft Office, Netscape Web Browser, and Pegasus e-mail and are connected to the campus network and global Internet. A high speed HP5si laser printer for printed output and an Epson high resolution screen projection device for the instructor's PC are also available. This facility provides a technology enhanced classroom for courses in information systems and computer instruction.

Language Lab A classroom lab consisting of 12 Dell Pentium 133 computers with 32 megabytes of RAM is available for foreign language students in the library. These systems are equipped with headsets and sound cards for use in language studies. This lab is connected to the campus network as well as the global Internet. An HP6P laser printer is available for printed output.

The Learning Center The lab is equipped with three Pentium100 PCs with Windows 95 and Microsoft Office, is located on the first floor of the McEwen building.

The Science Computing Lab and Chemistry Computing Lab Both labs are located in the Walker Science Building. The Science Lab is used by science and mathematics classes and is equipped with one Pentium and five PCs running science and math application and modeling software. The Chemistry Lab has one PC used for chemical modeling.

The Writing Lab The Writing Lab is located in the McEwen Building. This lab has four PCs equipped with word processing software and printers and is used to enhance student writing skills.

The Psychology Lab The Psychology Lab is located in the McEwen building. This lab has a combination of Apple Macintosh and IBM compatible PCs, including a PC with SPSS statistical analysis software.

Faculty/Staff Lab Computing facilities for faculty and staff use are available in Computing Services in the basement of Walker Science Building. Items available for use include a PentiumIII computer with 128 megabytes of RAM, a high speed HP5si laser printer, a color Deskjet printer and a Microtek 32-bit color scanner. A Scantron reader is also available. Software includes Microsoft Office and Adobe Photo Delux.

Curriculum Resource Center Lab The Resource Center Lab consists of 8 Macintosh computers and is located in the basement of Everett Library. These systems, equipped with 16 megabytes of RAM, Mac System 7.5, required software for education majors and printer support, are connected to the Internet.

Student Records

Public Records (Directory Information) The following information on individual students is considered Directory Information and is public: full name, local address, home address, telephone number, date of birth, major field of study, dates of attendance at Queens College, class year, degrees, honors and awards received, participation in officially recognized college activities and student organizations, parents' names, class schedules, and religious affiliation. This public information may be released or published without the student's consent. However, it is the policy of Queens College to refuse to release information to private firms or mailing lists.

Directory Hold Students who do not wish this information made public may inform the Registrar's Office, requesting a "Directory Hold" in writing, within 10 days after registration each term. The Registrar will notify other college offices of such requests. Students should understand that if they withhold directory information, it will not be released to anyone unless the health or safety of an individual is involved. Requests for student data from agencies such as HEW, OEO, and research agencies may be honored without prior approval of the student, ordinarily in anonymous form.

Confidential Records All personally identifiable material on particular students used to make decisions about students or used for transmittal to others outside the college and which is other than public material, as defined above, is considered confidential. Confidential information includes, but is not limited to, the following items: academic evaluations, advising records, disciplinary records, financial aid records, letters of recommendation, medical or health records, clinical counseling records, transcripts, test scores, and other academic work.

Official Records Official records are released only with the written permission of the student. Official records include material on students relating to their status as students held by any office of the College and intended for the use of the College or available to parties outside the college.

Official records do not include the following: letters of recommendation for which the student has waived the right of access, public safety records, medical and clinical counseling records, financial records of parents, private records kept by individual faculty or administrators as aids to memory but not intended for transmittal to others.

Access to Official Records Queens College, in accordance with the Family Educational Rights and Privacy Act of 1974, also known as the Buckley Amendment, permits students to inspect their records whenever appropriate and to challenge specific parts of them as necessary. Each enrolled or former student of Queens College has the right to inspect and review official educational records or files of the college directly relating to that student.

(Note: Files on individual students are retained for five years after the student leaves the college. Only the transcript is kept indefinitely.)

Student access to official educational records or files directly relating to the student is provided in the presence of a staff member. The permanent academic record (transcript) will not be allowed outside the Registrar's office. The right to access does not extend to applicants, those denied admission, or those admitted who do not enroll. Offices may require that requests for access be submitted in writing and may ask for, but not require, the reason for the request. A copy of a student's transcript and/or other recorded data will be made available to college officials who show legitimate educational needs without written permission of the student. Records will be kept in offices whose functions require such information.

A student is entitled to an explanation of relevant information contained in official records. The student has the right to a hearing to challenge the content of an official record to ensure that it does not contain information which is inaccurate, misleading, or in violation of privacy or other rights, and to correct or delete inaccurate, misleading, or inappropriate material.

Records of Progress The college maintains records of progress on both veteran and non-veteran students. Progress records are furnished to all students at the end of each scheduled academic term.

Record of Immunization Students enrolled in more than four credit hours and who are taking any classes which begin before 4 p.m. Monday through Friday, are required to provide valid documentation of immunizations to be compliant with North Carolina state law. Forms for this purpose are available from and are kept on file in the Student Health & Wellness Center.

STUDENT AGE, VACCINES, & DOSE REQUIREMENTS

Students 17 year of age and younger

DTP or Td[1]	Polio	Measles[2]	Mumps[4]	Rubella[4]
3	3	2	1	1

Students born in 1957 or later and 18 years of age or older

DTP or Td[1]	Polio	Measles[3]	Mumps[4]	Rubella[4]
3	3	2	1	1

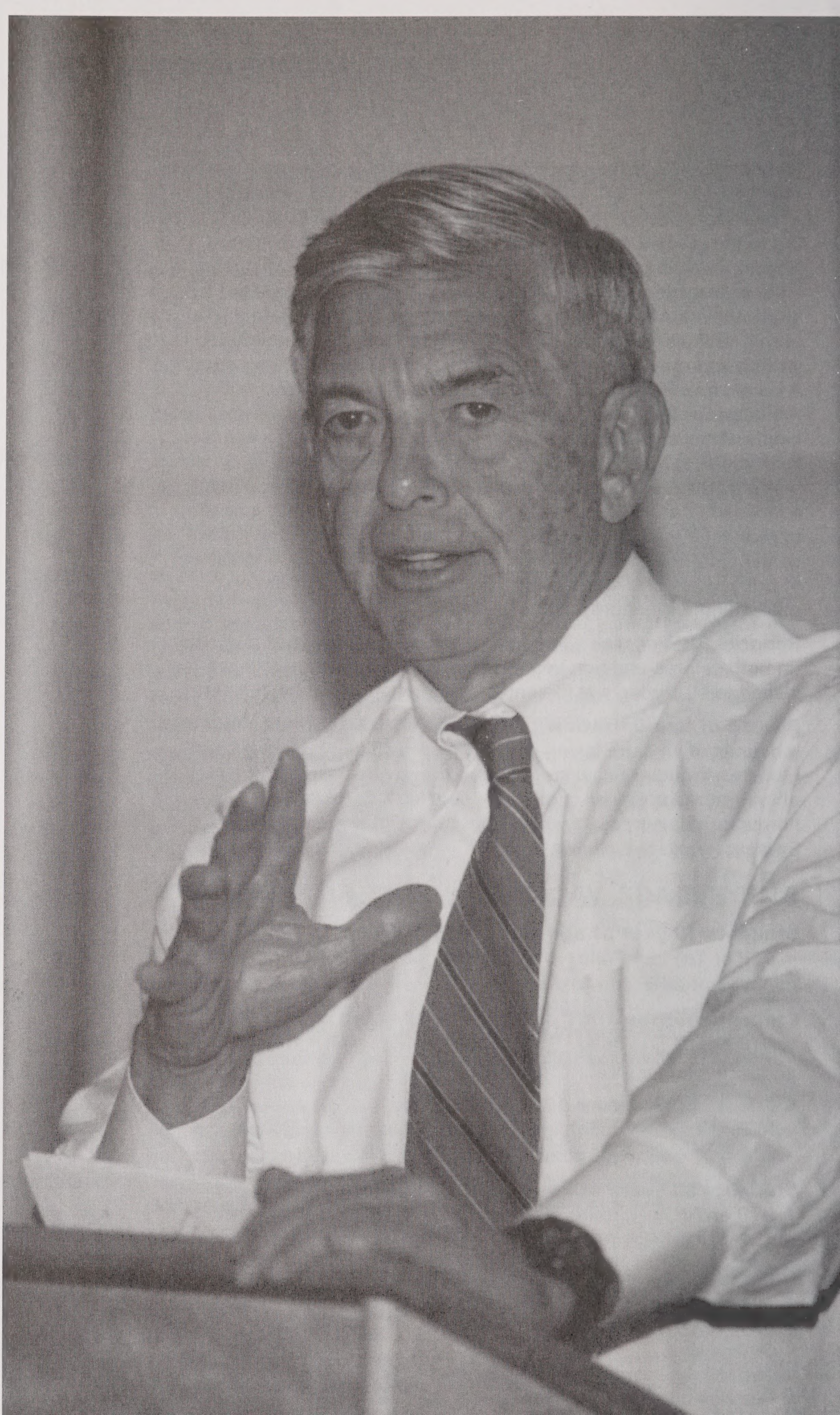
Students born before 1957

DTP or Td	Polio	Measles	Mumps	Rubella
3	0	0	0	1

Students 50 years of age and older

DTP or Td	Polio	Measles	Mumps	Rubella
3	0	0	0	0

1. DTP (Tiphtheria, Tetanus, Pertussis), Td(Tetanus, Diphtheria): One Td booster dose within the last 10 years.
2. Measles: one dose on or after 12 months of age; second at least 30 days later.
3. Two Measles does if entering college for the first time after July 1, 1994.
4. One dose on or after 12 months of age.



MBA Programs

The McColl School of Business provides students the opportunity to develop business and management abilities. Those who take advantage of this opportunity are preparing for responsible positions of leadership in the world of commerce and practical affairs.

The McColl School of Business offers two distinct programs leading to the Master of Business Administration (MBA) degree. The evening MBA program allows substantial flexibility in scheduling classes which are offered on weekday evenings. Depending on the number of credit hours completed each term, the evening MBA program can be completed in two to four years. Participants in the evening MBA program are typically at an earlier stage of their careers than those in the Executive MBA program.

The Executive MBA program meets on alternating Fridays and Saturdays for two years. It is an intensive, integrated program in general management designed for people with substantial experience in managing either people, assets or data.

The McColl School of Business offices are located in the Sykes Learning Center on the Queens College campus. Applications and further information for either program can be obtained on the world-wide-web at www.mccollschool.edu or by calling (704) 337-2248 for the Executive MBA Program or (704) 337-2224 for the Evening MBA Program. To contact the school by mail, write to either the Executive or the Evening MBA Program, McColl School of Business, Queens College, 1900 Selwyn Avenue, Charlotte, NC 28274.

MBA Evening Program

MASTER OF BUSINESS ADMINISTRATION (MBA) EVENING PROGRAM

The evening MBA program prepares students to be skilled managers. The curriculum stresses the interaction of the functional areas of business within the broader social and international context and emphasizes high standards of ethical and social responsibility.

The curriculum is developed, taught and regularly updated by a faculty with strong academic and business experience. They stress the need to develop communication and writing skills, international and cultural awareness, and a comprehensive managerial perspective. The curriculum includes a high proportion of specifically required courses to ensure exposure to essential techniques, experiences and information for today's manager. The program begins with the development of a comprehensive background and offers a common core of managerial skills and required competencies in the functional areas of business. Its curriculum underscores the complexity and diversity of managerial decisions in national and international economies. Instruction is presented through various methods including extensive use of case studies.

Admission to the Evening MBA Program

In order to be considered for admission as a degree candidate to the evening MBA program, an applicant must:

- Hold a baccalaureate degree from an accredited institution.
- Have a strong undergraduate academic record.
- Submit a completed graduate application form, including the non-refundable $50 application fee.
- Submit satisfactory scores on the Graduate Management Admissions Test (GMAT) taken within the last five years.
- Submit official transcript(s) of all previous academic work beyond high school. It is the applicant's responsibility to have all transcripts sent directly from each institution attended to the Office of MBA Admissions at Queens College.
- Provide two letters of reference.
- Provide a personal statement

International students must submit the following documents:

- A test score on the Test of English as a Foreign Language (TOEFL) examination if English is the second language. (Information and registration forms are available from TOEFL Programs, ETS, Princeton, NJ, 08540.)
- A course-by-course evaluation of any post-secondary course work submitted by an approved evaluation service.
- Bank statements stating the funds in U.S. currency available for the student's education. Students and their families should be prepared to bear all expenses involved in obtaining an education in the United States since there are no federal or state financial aid resources for foreign students.

STUDENT STATUS

Graduate status Graduate status is assigned to students who are pursuing a degree and who have met all admissions requirements, including a satisfactory undergraduate grade point average and an acceptable GMAT score.

Non-degree graduate status Non-degree graduate status is assigned to students who wish to take graduate courses for personal satisfaction, but who may not wish to work toward a degree. To be admitted as a non-degree graduate student, an individual must complete the same admissions procedures as other graduate applicants and must have an undergraduate overall grade point average of 3.000 and any necessary prerequisites completed. Non-degree graduate students generally may not take more than nine credit hours. After completion of nine credit hours, the student should apply for graduate degree status.

Transient status Transient status is assigned to a student who wishes to take a graduate course for transfer to another institution. Generally, a transient student is admitted for one term only. Transient students must complete an application form and submit a copy of their GMAT score, a letter of good standing from their home institution and evidence of completion of any prerequisites needed.

Post-baccalaureate status Post-baccalaureate status is accorded for one term only to those students who wish to take preliminary courses for the MBA program, but have not yet submitted a GMAT score.

A post-baccalaureate student is subject to the following policies:

- A post-baccalaureate student must complete the same admissions procedures as other graduate applicants and must meet the standards for general admission into the MBA program except for submission of the GMAT score.
- Post-baccalaureate students may register for foundation courses or undergraduate courses for which they have the prerequisites. They may register for a course at the 600 level only by exception and with the specific permission of the MBA advisor.
- Post-baccalaureate students are subject to the academic regulations and standards required of degree students.
- The post-baccalaureate classification is a non-degree status which carries with it no implication that a student will be admitted to the MBA degree program.

ADMISSION OF UNDERGRADUATES TO GRADUATE STUDY

Seniors at Queens College with a cumulative grade-point average of 3.5 or better may enroll in a graduate course at Queens subject to written approval, prior to registration, by the department offering the course. The student's total credit hours for the semester (including the graduate course) should not exceed 18 hours and the cumulative graduate credit earned by seniors shall not exceed nine hours. These courses are not counted toward the credit hours required for the baccalaureate degree, but can be counted toward the residency requirement. Seniors may request that these courses be included as a part of their graduate program if they are subsequently admitted to a graduate program at Queens.

This policy is applicable to seniors in both the College of Arts and Sciences and the Hayworth College. The tuition for full-time students is included in the comprehensive fee. Part-time students will be charged the graduate program rate.

Admission on academic probation When an applicant to a program presents a marginal undergraduate record or test score, the admissions committee may admit that person on academic probation. Students admitted on academic probation must meet the terms of probation set by their admission letter, in order to be allowed to continue in the program.

Admissions eligibility Acceptance to a graduate program will remain effective for one calendar year following the beginning of the term for which the acceptance has been made. Individuals who wish to enter after the one-year period are required to reapply, and the subsequent admission decision will be based on the existing admission standards at the time of reapplication.

Readmission of MBA students

Inactive students who were in good standing who wish to re-enroll should do the following, as appropriate:

- Former students who have not enrolled elsewhere since leaving Queens and who are in good academic standing must submit only an application.
- Former students who have attended another college since leaving Queens must submit transcripts from all colleges attended and an application.
- Readmitted students will adhere to the requirements of the catalog at the time of re-entry.

Tuition & Fees

While the Board of Trustees reserves the right to adjust the fee schedules at Queens at any time, the following basic fees have been established for 2001-2002.

TUITION	**PER CREDIT HR**
MBA tuition per credit hour	**$350**
MBA Application fee (non-refundable)	**$50**
Registration fee (non-refundable)	**$20**
Late payment fee	**$20**
Transcript fee (expedited service only)	**$15**
Graduation fee (cost of purchasing master's hood is not included)	**$95**
Parking Fee (per year)	**$40**
Parking Fee (summer only)	**$20**

PAYMENT REGULATIONS

Upon signing the registration form, the applicant accepts as binding all fees and regulations set forth in the Catalog:

1. Tuition and fees, less financial aid awarded, are due and payable at registration. Payments are accepted via check, cash, MasterCard, or Visa.
2. Students who do not wish to pay in full at the beginning of each term may be interested in the following programs offered by Queens College.

   (a) **Installment plan** Payment for fall term may be made in four equal installments with the first payment payable at registration, and then by the 25th of September, October and November. Payment for spring term may be made in four equal installments, with the first payment payable at registration and then by the 25th of February, March and April. Summer term payments may be made in three installments with the first payment payable at registration and then by June 25th and July 25th. An enrollment fee of $45 is incurred each term tuition is deferred under this plan. A late-payment penalty is incurred if an installment is not paid by the due date. The College reserves the right to deny participation in this plan to students on the basis of their payment history with the College. Credit card payments may be made either by calling the Business Office each month or submitting a credit card authorization form monthly. Credit cards will not be automatically processed monthly.

(b) **Unsecured educational loans** A variety of student and parent loans are available. For information, contact the Office of Financial Aid at 704.337.2225. For students who have applied for a student loan, but the loan has not been approved (guaranteed) by the lender, Queens College requires a payment equaling 1/3 of their tuition and fees, less any other scholarships and financial assistance, payable at registration. Credit balances created by loan funds being posted to the student's account will be issued (via check) to the student no later than 14 days after the college receives the money from the lender.

(c) **Employer Assistance Deferment Plan** The Employer Assistance Plan (EAP) is a deferment plan available to students whose employer will reimburse them for tuition at the end of a term. Under this plan, tuition for fall term is due by January 30, spring term by June 10, and summer term by September 21. Students wishing to apply for this plan must submit the EAP application form to the Business Office as soon as possible, but no later than four weeks into the term. These forms are available in the Business Office. A deferment fee, payable upon registration, is incurred each term tuition is deferred under this plan - $50 for the first course and $25 for each additional course. A late-payment penalty is incurred if a payment is not made by the due date. The College reserves the right to deny participation in this plan to students on the basis of their payment history with the College.

3. A student is not permitted to attend classes until satisfactory arrangements have been made to meet all financial obligations. Continued class attendance is contingent upon maintaining good financial standing with the College throughout the term.
4. Participation in graduation and receipt of diplomas, certificates, and transcripts are issued only when the student's accounts have been paid in full.
5. A refund of tuition will be issued to students only for a class that is officially dropped during the first 10 class days of the term. There is no refund of the registration fee. For further information about the procedure to Drop a class, see Academic Regulations.

Withdrawal and Financial Obligations

The policies and procedures below apply to McColl School graduate courses. Students who dual enroll in Hayworth College or the College of Arts and Sciences must follow that college's schedule, calendar, and financial policies and procedures. Additional information is available in the Business Office.

DROPPING A COURSE

When a course is dropped during the Drop/Add period there is no record of that registration, and no tuition is charged for that course. The drop and add period is limited. To drop or add a McColl School course the student must contact the McColl School Office (704-337-2224) and complete the appropriate form. After the drop/add period has ended, a student leaving a class must formally withdraw from the course in order to receive a status of "W."

WITHDRAWAL FROM A COURSE

There is no refund of tuition for withdrawal from an individual course unless the withdrawal results in zero enrolled credit hours.

WITHDRAWAL FROM ALL CLASSES/ FROM THE COLLEGE

Withdrawal-Academic Ineligibility A student determined by the Student Qualifications Committee to be academically ineligible to return will receive a refund if the student has made payments or has a credit balance toward the next term's tuition and fees. Such decisions are made at the end of each term.

Withdrawal-Illness Students who withdraw from all classes during the term as a result of illness will have tuition prorated as of the date of withdrawal, provided the physician recommends withdrawal in a letter to the Registrar's Office.

Withdrawal - Other Reasons Students who withdraw from the college or drop all courses within the first 60% of the term, effectively leaving the college, will have tuition prorated.

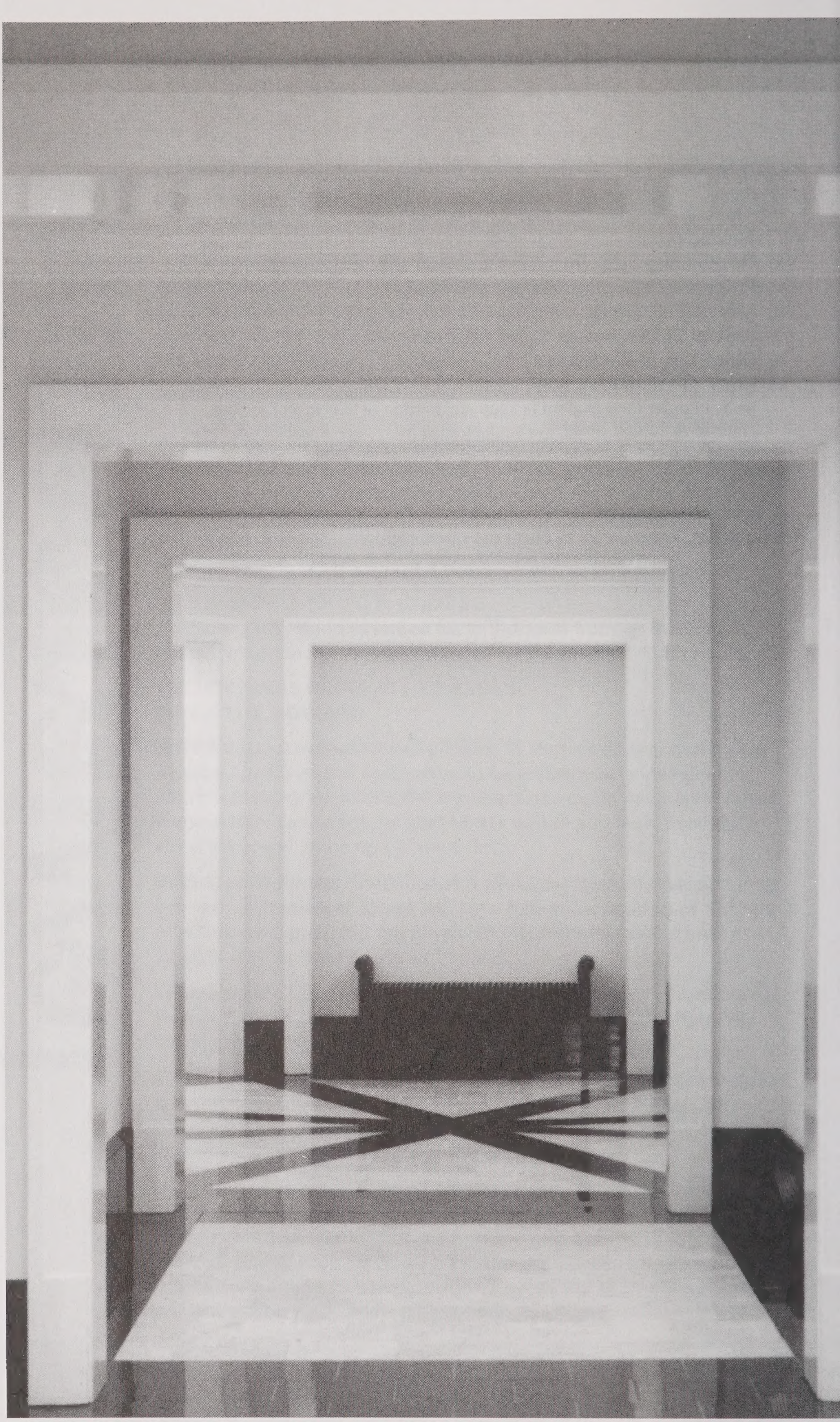
Exceptions Students who feel that individual circumstances warrant exceptions to this policy may appeal to the Financial Policies Committee, provided such appeal is made in writing to the Treasurer before the end of the term for which the proration is requested.

Withdrawal involving financial aid If the College determines that the student is due a refund and all or part of the student's institutional charges were paid with financial aid funds, all or a proportional part of the total refund must be returned to the appropriate programs. If there is a balance due to Queens College as a result of these refunds, the student will be responsible for payment.

The amount to be returned will be determined according to the formula established by federal law. In accordance with federal regulations, Queens will credit refunds to financial assistance programs in the following order:

1) Outstanding balances on Federal Family Education Loan Programs (including Stafford and PLUS)
2) Federal Pell Grants
3) Federal SEOG Awards
4) Other Title IV Programs
5) North Carolina Programs
   Note: In order for a student to keep any portion of the North Carolina Legislative Tuition Grant, the student must have been enrolled full-time as of October 1 or the tenth class day of the spring term.
6) Queens College Programs

A detailed worksheet of the refund policy, available in the Office of Financial Aid, is provided to students upon request.



Financial Assistance

As a private institution that places the quality of the educational experience above other considerations, Queens realizes that the cost of attending college is a matter of overriding importance for many families. Applicants should not hesitate to apply for financial assistance. Queens will attempt to meet the financial need of applicants and welcomes the opportunity to work with students. Although most awards are based on financial need, some aid is based on the academic and leadership abilities of applicants, whether or not they have demonstrated need.

Federal Programs Federal Stafford Loan eligibility is determined by the Office of Financial Aid. Loans are made by banks, credit unions, savings & loan associations and other agencies. The annual loan limit for graduate students is $18,500. Two types of Stafford Loans are available: subsidized Stafford Loans (need-based loans on which the federal government pays interest during enrollment) and unsubsidized Stafford Loans (non-need-based loans on which the borrower pays interest during enrollment). Terms of the loans and applications may be obtained from participating agencies or from Queens' Office of Financial Aid.

To be considered for the Federal Stafford Loan, a student must have been admitted to Queens as a degree candidate and must complete and submit the Free Application for Federal Student Aid (FAFSA). The form is available from the Queens College Office of Financial Aid. A copy of the student's (and family's, if applicable) federal income tax return, as well as other documentation, may be required for verification purposes. Applications for financial aid should be submitted by entering students as early as possible prior to their first term of enrollment.

All federal programs are subject to revision of funding or regulation by congressional action. Students are encouraged to contact the Office of Financial Aid for the most up-to-date information on these programs.

Financial Aid Probation The MBA Student Qualifications Committee evaluates the progress of MBA students and determines eligibility for continued enrollment according to established academic standards. Students receiving Federal Title IV financial aid funds must meet these minimum standards. Statements of Academic Progress Standards are sent to all aid recipients with award notices and are available upon request from the Office of Financial Aid.

Students who fail to meet these minimum standards of academic progress will be placed on financial aid probation for a period of one academic term. During the probationary period, students may continue to receive financial aid, provided they are otherwise eligible. Students have this period to re-establish satisfactory progress. If, at the end of the financial aid probationary period, the student fails to re-establish satisfactory academic progress, they will no longer be eligible to receive financial aid until such time that the minimums standards are met.

Students placed on probationary or ineligible status may appeal such action to the Financial Aid Appeals Committee if they believe that extenuating circumstances prevented them from maintaining satisfactory academic progress. Such appeals should be in the form of a letter submitted to the Office of Financial Aid within two weeks of the end of the probationary period (end of exams) or notification of placement on probationary status. The letter should include an explanation of any unusual circumstances and supporting documentation. The Financial Aid Appeals Committee must respond to the appeal within two weeks from date of receipt. If the appeal is granted, the student's progress is assumed to be satisfactory and progress is then measured from the time of the granted appeal. If the appeal is denied, the required minimum grade-point average must be achieved at the student's own expense. The decision of the Financial Aid Appeals Committee is final. Once the minimum standards have been achieved, the student is again eligible for financial aid.

Satisfactory academic progress policy This policy is applicable to all students receiving financial aid from the federal or state government or from Queens College. Evaluation of academic progress will be made at the end of the spring semester by the Office of Financial Aid. The academic year evaluated may include any combination of the prior summer, fall, and spring terms. Students must show progress toward completion of their degree requirements to continue financial aid eligibility. The financial aid eligibility timeframe for completion of a degree program cannot exceed 150 percent of the published length of the degree. For example, if your degree requires 54 credit hours to graduate, you are eligible to receive financial aid until you have attempted 81 credit hours. Repeated courses, course withdrawals, incomplete courses and course failures count as hours attempted but not completed. Additional time needed to complete the undergraduate or graduate degree beyond the maximums stipulated must be entirely at the student's expense. Transfer students are treated as first-year students for purposes of measuring the financial aid eligibility timeframe for completion of a degree program.

Financial aid policies The MBA Student Qualifications Committee evaluates students' progress and determines eligibility for continuing enrollment, according to the standards outlined in the "Academic Policies" section of this Catalog. Students receiving financial assistance must meet these minimum standards. Standards for satisfactory academic progress are listed in the following section.

Since renewal of need-based financial aid is not automatic, students must reapply for assistance each year by completing the Renewal FAFSA provided to them by the US Department of Education.

Financial Aid recipients who withdraw during the school year and are due a refund under the established Queens refund policy must return an appropriate portion of the refund according to the policy entitled "Withdrawal-Financial Aid Policy" located elsewhere in this catalog.

Queens College reserves the right to review and modify an offer of financial aid should the recipient receive aid from other sources.

Blumenthal and McColl Fellowship Programs Two Fellowships are available for new degree candidates in the MBA evening program. The Blumenthal and McColl Senior Fellowships are prestigious, competitive Fellowships. They are designed to attract highly motivated young executives who are preparing to assume major leadership roles in the 21st century. The Fellowships are based on students' past academic achievement, outstanding character, community service, and the Graduate Management Admissions Test (GMAT) score. Financial need is not a factor in the selection.

The Blumenthal Fellowship is made possible by the Blumenthal Foundation. The McColl Senior Fellowship, in honor of Hugh L. McColl, Sr., is underwritten by a combination of current gifts and income from an endowment fund established by friends of the late Mr. Hugh L. McColl, Sr.

Applications for the Blumenthal and McColl Senior Fellowships are available from the McColl School MBA Admissions Office. To be eligible, applicants must:

1. Be accepted as a first-time degree candidate in the MBA program and submit an application for the fellowship within the first year as a degree candidate. Thus, students accepted in the spring, summer, and fall terms, must submit an application prior to the specified fellowship deadline
2. Submit a written personal statement and an attached resume
3. Provide a letter of endorsement from employer or supervisor
4. Submit a Graduate Management Admissions Test (GMAT) score of at least 600
5. Be available for an interview with the Fellowship Selection Committee.

Entrepreneurial Leadership Circle Fellowship
The Entrepreneurial Leadership Circle is a group of energetic and committed entrepreneurs from the greater Charlotte region whose mission is to encourage and support entrepreneurial education at the McColl School of Business and to foster entrepreneurial spirit throughout its community. In fulfilling its mission, the ELC awards fellowships annually to be applied towards tuition and fees. The award process involves completion of an application and a statement describing the student's entrepreneurial interests and activities.

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Degree Requirements

DEGREE REQUIREMENTS

Degree requirements for the evening MBA program include completion of 15 credit hours in Foundation Courses and 39 credit hours in graduate courses (30 credit hours of specified Core Courses plus 9 credit hours of electives). The courses are offered on a rotating basis.

The contents of the core courses are based on the assumption that students have completed or waived the foundation courses and have some computer literacy. The foundation courses are designed to provide preparation in, and an understanding of, economics, accounting, finance, statistics, marketing and management. In addition the necessity for computer knowledge will vary with each course within the program. There is an expectation that all MBA students are comfortable with current applicable computer technology.

FOUNDATION COURSES

Some Foundation Courses may be waived, or substitutions approved, based upon an evaluation of transcripts or professional and work experience. Decision on waiver of Foundation Courses normally will be made at the time of admission. Ordinarily Foundation Courses must be completed or waived before enrollment in core courses.

FOUNDATION COURSES		**15 CREDIT HRS.**
BUSN 502	Financial Accounting	3
BUSN 506	Foundations of Marketing	2
BUSN 507	Foundations of Management	2
BUSN 508	Foundations of Decision Making	2
BUSN 516	Foundations of Economics	3
BUSN 522	Foundations of Finance (Prereq: BUSN 502, 508 & 516)	3

CORE COURSES		**30 CREDIT HRS.**
BUSN 600	Leadership Development (Prereq: Foundation Courses)	3
BUSN 605	Law and Ethics	3
BUSN 608	International Business (Prereq: BUSN 506 & 507)	3
BUSN 610	Management of Organizations (Prereq: BUSN 507)	3
BUSN 615	Economic Policy (Prereq: BUSN 516)	3
BUSN 620	Managerial Accounting (Prereq: BUSN 502)	3
BUSN 622	Financial Management (Prereq: BUSN 522 & 620)	3
BUSN 630	Marketing Management (Prereq: BUSN 506)	3
BUSN 635	Decision Science (Prereq: BUSN 508)	3
BUSN 650	Strategic Management (Prereq: All other Core Courses)	3

CONCENTRATIONS

Students may choose to develop a Concentration in the MBA program through selection of electives. Concentrations in the specific areas of Marketing and Finance are available. Students may choose to take a) any three electives, or b) three electives in Marketing, or c) three electives in Finance.

FINANCE CONCENTRATION*	9 CREDIT HOURS
BUSN 658 Investment & Portfolio Analysis (Prereq: BUSN 622)	3
BUSN 668 International Finance (Prereq: BUSN 622)	3
BUSN 670 Specialized Topics in Business	3

MARKETING CONCENTRATION*	9 CREDIT HOURS
Choose 3:	
BUSN 655 Consumer Behavior (Prereq: BUSN 506)	3
BUSN 657 Market Research (Prereq: BUSN 506)	3
BUSN 659 Advanced Marketing Strategy (Prereq: BUSN 630)	3
BUSN 661 Interactive & Direct Marketing (Prereq: BUSN 506)	3
BUSN 670 Specialized Topics in Business	3

GENERAL ELECTIVES*	9 CREDIT HOURS
Choose 3:	
BUSN 652 Technology Management	3
BUSN 656 Operations Management (Prereq: BUSN 635)	3
BUSN 660 Communications	3
BUSN 662 Capitalism and Its Origins	3
BUSN 664 Legal Environments of Business (Prereq: BUSN 605)	3
BUSN 670 Specialized Topics in Business	3

TOTAL PROGRAM **54 CREDIT HOURS**

Academic Policies

COURSE SEQUENCE FOR THE MBA PROGRAM

A student generally must complete the foundation courses before taking the core courses. However, if because of scheduling difficulties, no foundation courses are available, students who have been fully admitted to degree status may take a core course for which they have completed the prerequisite(s) and then complete the foundation course(s) in the next term in which the course(s) are scheduled.

BUSN 650 Strategic Management must be taken after all foundation and all other core courses are completed. It may be scheduled with an elective, but it may not be taken with any other required course.

Students should not take an elective until they have completed all of the foundation courses and half of the core courses.

Refer to the course descriptions at the end of this section for further information of content and prerequisites.

ACADEMIC RESPONSIBILITY While Queens College makes every effort to advise and counsel students on their academic programs and academic requirements, it is the student who is ultimately responsible for fulfilling all requirements of a degree. To help the student meet this responsibility, all academic plans and programs should be approved by a designated advisor.

In general, a student must fulfill the degree requirements set forth in the Catalog of entry. Academic policies amended while a student is enrolled in courses at Queens may be deemed to apply regardless of the policies stated in the Catalog at time of entry. The College reserves the right to modify degree requirements from those listed at the time of entry due to curricular exigencies. If students are readmitted, they re-enter under the Catalog in effect at the time of readmission.

ACADEMIC ADVISING The Assistant Dean serves as the academic advisor for the MBA students. It is the student's responsibility to schedule advising appointments as necessary to plan a course of study to complete a graduate program or to discuss current academic questions and problems.

TIME LIMIT FOR DEGREE REQUIREMENT All core course work must be completed within five years of matriculation. Exceptions to this time limit must be granted by the MBA Student Qualifications Committee.

REGISTRATION All students are expected to register at the time and place announced each term.

RECORD OF IMMUNIZATION Students enrolled in more than four credit hours in classes which begin before 4 p.m. Monday through Friday, are required to provide valid documentation of immunizations to be compliant with North Carolina state law. Forms for this purpose are available from and are kept on file in the Health and Wellness Center. Required immunizations can also be obtained at the Health & Wellness Center for a nominal charge.

COURSE LOAD A full-time graduate academic load is nine credit hours per term. A student who is employed full-time should not take more than six graduate credit hours or nine credit hours of combined graduate and undergraduate courses per term.

DUAL ENROLLMENT Students enrolled in the MBA program may also take undergraduate courses in Hayworth College and/or the College of Arts and Sciences. They may register for these classes at the same time as MBA registration as long as they meet the necessary prerequisites or any other restrictions which may apply to an individual class.

Dual enrollees will follow the procedures, policies and calendar of the undergraduate college.

GRADING

Graduation requirements are based on the quantity and quality of the student's work. Graduate programs use the following system of grades and grade-point values per credit hour.

Grade	Quality Points
A = Excellent	4.000
B = Satisfactory	3.000
C = Poor	2.000
F = Failing	0.000
P = Passing	0.000

Course Status	Quality Points
I = Course Work Incomplete	0.000
W = Student Withdrawal	0.000

GRADE POINT AVERAGE The grade point average is used to determine eligibility for admission and graduation. It is calculated by dividing the total number of quality points by the total number of graded credit hours attempted. Graded credit hours include all courses with grades of A, B, C, and F. Courses with grades or status of P, W, and I are not figured in the grade-point average.

PASS/NO RECORD The Foundation courses are offered only on a Pass/No Record basis. To Pass, the course work is evaluated as equivalent to a B or better. Course work evaluated below B is considered "No Record." There is no notation on the transcript that the course was taken. The grading and the credit hours for foundation courses are not included in the grade point average for the MBA degree. Unless specified, a graduate course may not be taken on a Pass/No Record basis.

INCOMPLETE STATUS A status of Incomplete (I) is given only if a student is passing the course and has a justifiable reason for not completing the work. This status must be changed within one year of the end of the term in which the status was recorded by completing the stipulated work. Otherwise, the instructor or the registrar may change the status as appropriate. No student with a status of "I" may receive a degree. Neither credit hours nor grade points are awarded for a course whose status is "I".

When a faculty member assigns a status of "I" in a course for a student, the faculty member must complete the appropriate form in the registrar's office.

TRANSFER OF COURSES

AT ADMISSION Generally, no more than six semester hours (two courses) of graduate work may be transferred from another accredited institution. Only graduate courses with a grade of B or better will be considered for transfer credit. Courses considered for transfer credit must have been completed within the three years immediately preceding admission into a Queens College graduate program. Granting of transfer credit is dependent upon the specific course under consideration, which will be evaluated in terms of content, level and equivalency to the course in the Queens graduate program.

AFTER ADMISSION After students have been admitted to a graduate program, they must request prior approval from the graduate student advisor to receive credit for transferred courses. Normally, graduate students may take courses at another accredited institution for transfer if the courses are equivalent to, or supplemental to, those offered in Queens' graduate programs. Courses are accepted for transfer only with prior permission and with a grade of B or better.

Ordinarily, no more than six hours of graduate credit are accepted in transfer work. An official transcript of work done at another institution must be sent to the registrar for any course taken at another institution. Any grade received from another institution will not be included in the Queens grade point average.

MBA STUDENT QUALIFICATIONS COMMITTEE

The faculty has established standards of satisfactory academic progress which are administered by its MBA Student Qualifications Committee. At the end of each term, this committee reviews the academic record of each student who is in academic difficulty.

ACADEMIC PROBATION AND DISMISSAL An MBA student who earns an F in any course will be subject to dismissal from the college.

Students will be placed on probation if their grade-point average falls below 3.000 or if they earn a grade of C in two graduate courses regardless of their grade point average.

The records of students placed on academic probation will be reviewed by the committee at the end of each subsequent term. To be removed from probation, the student's cumulative record must be at least 3.000 and the student must not have more than two grades below B on the academic record. If students cannot be removed from probation, they are subject to academic dismissal from the College.

Students admitted on academic probation must meet the terms of probation set by their admission letter, which may vary, in order to be allowed to continue in the program.

READMISSION TO A GRADUATE PROGRAM A student dismissed from the MBA program may apply for readmission after an absence of at least one term. A readmission application must be submitted to the office of MBA admissions along with a personal statement concerning the student's goals and accomplishments since leaving the program and expectations of future success at Queens. The application will be submitted to the MBA Student Qualifications Committee for action. A student readmitted to a graduate program following academic dismissal is normally placed on academic probation.

GRADUATION

GRADUATION REQUIREMENTS Students may receive a graduate degree only after meeting all of their program requirements. A grade-point average of 3.000 or better is required in all graduate course work. No more than six extra hours (two courses) may be taken for the purpose of increasing the student's grade-point average to the required level. No course with an assigned grade below C may apply toward degree requirements.

DECLARATION OF INTENT TO GRADUATE It is the student's responsibility to be aware of progress toward the degree, and to file a completed Intent to Graduate form in the McColl School office by the deadline published in the academic calendar.

COMMENCEMENT EXERCISES are held in May of each year for all graduates who have completed degree requirements in the previous summer and fall terms, and in the current spring term.

WITHDRAWAL FROM THE COLLEGE

BY THE STUDENT A student who wishes to withdraw from the College must notify the McColl School office and complete the appropriate form. Upon withdrawal, all grades in progress will be recorded as "W". A student who simply stops attending classes will receive a grade of "F" for all courses.

BY THE COLLEGE If a student does not register for a course for two consecutive terms, the student will be administratively withdrawn from the College and considered an inactive student. An inactive student must apply to the admissions office for readmission, and will resume studies under the Catalog in effect at the time of readmission.

The College reserves the right to require at any time the withdrawal of a student whose conduct or academic work is not considered satisfactory.

LEAVE OF ABSENCE MBA students may be granted a leave of absence for a number of terms not to exceed one calendar year. A request for a leave of absence should be sent in writing to the Assistant Dean. Students who return on the agreed-upon date re-enter the program with the same status held at the time they left. Students who do not obtain a formal leave of absence, or those who do not return in the agreed-upon terms, shall be considered withdrawn from the College and will have to reapply to gain readmission.

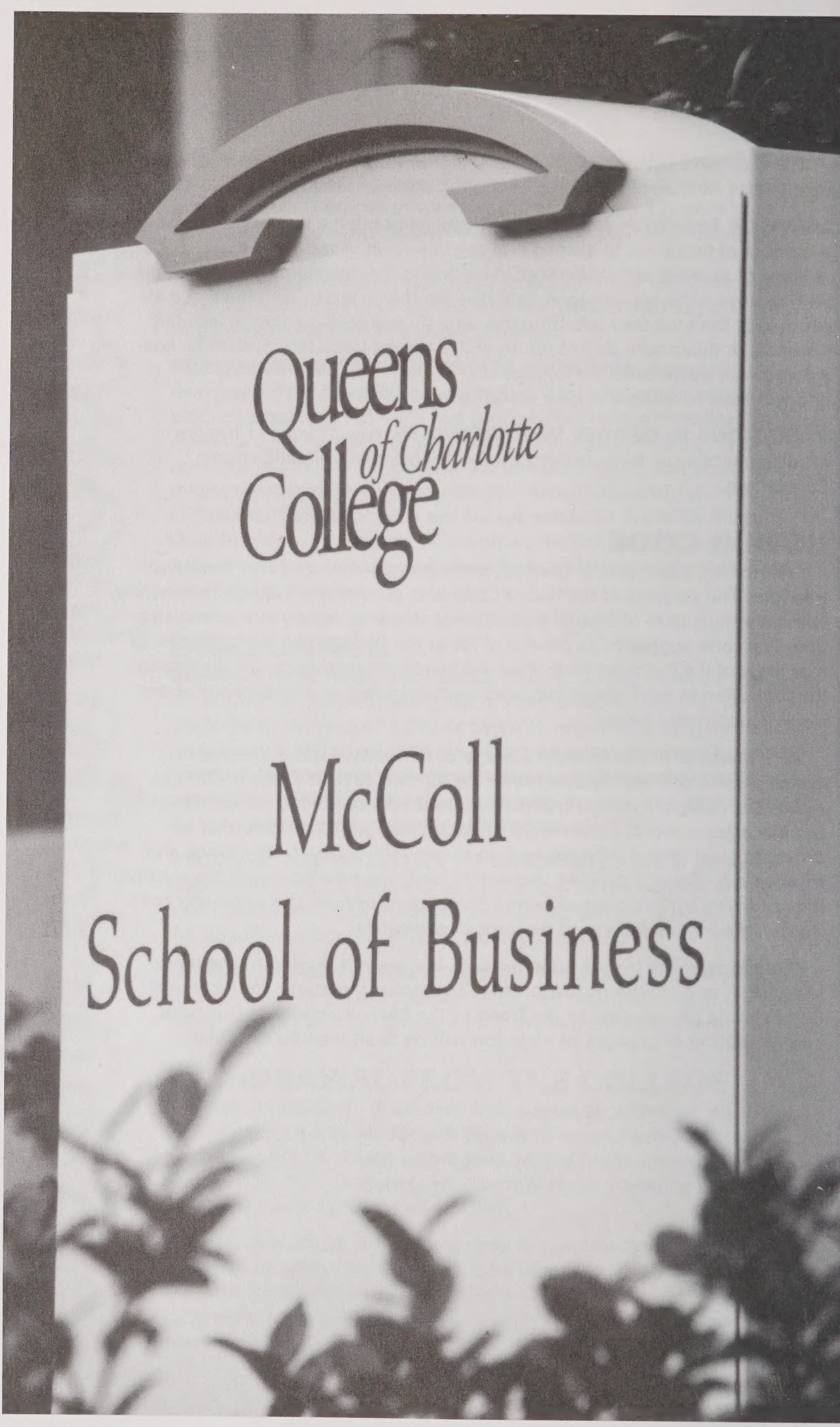
VARIATIONS IN DEGREE REQUIREMENTS Any change in degree requirements must be approved by the MBA Student Qualifications Committee.

HONOR CODE

The Honor Code is part of Queens' commitment to integrity and academic freedom. The purpose of the Honor Code is to provide the College community with an atmosphere of mutual trust among students, faculty and administration. The code applies to all phases of life at the College and is binding on all members of the College community. A student's signature on the application for admission to the College indicates understanding and acceptance of the Honor Code stated below:

As a member of the Queens College community, I will endeavor to create a spirit of integrity and honor for its own sake at Queens College. Academic Pledge: I pledge truthfulness and honesty in the performance of all academic work. Community Pledge: I pledge to be truthful at all times, to treat others with respect, to respect the property of others, and to adhere to College policies. Accepting both the privileges and responsibilities of living by this code of honor, I resolve to uphold this code and not to tolerate any violations of its spirit or principles.

Violations of the Honor Code include, but are not limited to,cheating, lying, theft and academic dishonesty. Suspected violations of the Honor Code should be reported to the Dean of the McColl School of Business and resolution of charges of violation will be dealt with by the Dean.


Queens
of Charlotte
College
McColl
School of Business

Course Descriptions

FOUNDATION COURSES

BUSN 502 Financial Accounting 3 Hrs.
This course introduces accounting principles, including income-statement analysis, balance-sheet analysis, cash flow and financial statement analysis and the use of accounting information in a case based format. Pass/ No Record grading with Pass = B or better.

BUSN 506 Foundations of Marketing 2 Hrs.
This course provides the student with the fundamental concepts of the marketing discipline. Since this discipline encompasses different but interrelated functions, this course is designed to provide a foundational understanding of each of these functions and how they are inter-related within successful marketing. Such marketing functions include planning, coordinating, and evaluating product design, pricing, distribution and promotional activities. The case approach is used to illustrate these concepts and how they are successfully integrated. Pass/ No Record grading with Pass = B or better.

BUSN 507 Foundations of Management 2 Hrs.
This course provides the student with the fundamental concepts of the management discipline. It is designed to provide an understanding of the areas of management and how they are inter-related. Topics include strategic planning, coordination of human resources, control, communication, change and leadership. In addition, trends in technology and their affect on management practices will be discussed. Pass/ No Record grading with Pass = B or better.

BUSN 508 Foundations of Decision Making 2 Hrs.
This course will provide students with a background in research methodology, statistics, and quantitative analysis. The course is an introduction to the collection and analysis of data for business decision making. It focuses on ways that basic mathematical concepts can assist managers in exploring and understanding complex relationships and in choosing between competing alternative courses of action. The topics covered will include: Data collection methods, Data Presentation in tables, graphs, and charts, Probability concepts and distributions, Introduction to Linear Regression, Introductory statistical concepts - basics of sampling methods, and a critical view of polls, surveys, and statistical studies. Pass/ No Record grading with Pass = B or better.

BUSN 516 Foundations of Economics 3 Hrs.
The application of microeconomic theory to managerial decision-making seeks to answer basic resource-allocation questions. The course is designed to provide the student with an ability to view resource-allocation problems within a framework of shareholder wealth maximization. Included are price and output decisions of the firm under various market conditions such as pure competition, monopoly, oligopoly and monopolistic competition. Pass/No Record grading with Pass = B or better.

BUSN 522 Foundations of Finance 3 Hrs.
This course introduces the basic concepts, principles and analytical techniques in financial management. Topics include formulating financial objectives, short-term financial analysis, financial forecasting and planning, elementary capital budgeting and cost of capital, and the nature of long-term sources of funds. Analysis of risk in financial decisions includes probability distributions, statistical inference and introduction to regression and correlation. Pass/No Record grading with Pass = B or better. Prerequisite: BUSN 502, 508 and BUSN 516.

CORE COURSES

BUSN 600 Leadership Development 3 Hrs.
Leadership Development is a 3-credit course spanning two terms, which may be begun in the Fall or Spring term. Prerequisite: All Foundation courses. May be taken concurrently with BUSN 522. Grading is Pass/Fail.

- The primary focus is on individual capacity in the context of a team or organization.
- The purpose of leadership is to effect positive change on behalf of the institution, others and the society.
- Leadership is what it takes to execute both personal and professional strategy.
- Leadership is a process, not a position.
- All students have and can learn leadership capabilities.
- Leadership must be grounded in a set of values to effect positive change.
- Leadership happens in the relationship between leader and constituent.
- Leadership development happens in multiple settings – not just in the classroom and not just in leadership development courses.

Course requirements include the following:

- 4 seminars (1 on Friday evening and all day Saturday plus 3 all day Saturday sessions)
- Selection of 10 raters for 360-degree feedback
- Monthly meeting with an assigned coach
- Creation of an Individual Development Plan
- 3 Thought Leader Symposia, 2 hours each, led by Executives-in-Residence
- 2 Leadership in Action lectures, each 1 hour
- Completion of Community Leadership Assignment
- A Leadership Portfolio, due at the end of the course

BUSN 605 Law and Ethics 3 Hrs.
This course will examine the relationship between business and the complex network of state and federal laws and regulatory agencies. It is designed as a study of the legal and ethical environment of business. Topics will include the development of the law and the legal system, regulatory law and regulatory agencies, commercial law basics and the fundamentals of applied business ethics. Specialty topics will include employment and labor law, environmental law, litigation/risk management, insurance and others.

BUSN 608 International Business 3 Hrs.
This course will focus on the principal aspects of conducting business in the international context, the politico-legal context, marketing and management implications, and international economic and financial issues. The objective is to show similarities as well as differences between domestic and international business practices, and to provide a perspective from which to analyze business problems in the international context. Prerequisite: BUSN 506 and 507.

BUSN 610 The Management of Organizations 3 Hrs.
This course focuses on the management of human behavior in work environments. It includes the development, design, operation and control of activities necessary to generate the goods and services of profit and nonprofit organizations, as well as considering the personal dynamics of individuals, groups and organizations. Major topics include motivation, stress, career process, leadership, decision making and conflict management. Prerequisite: BUSN 507.

BUSN 615 Economic Analysis 3 Hrs.
A macroeconomics course which studies the problems of inflation, unemployment and economic growth and the policies for dealing with these problems. Prerequisite: BUSN 516.

BUSN 620 Managerial Accounting 3 Hrs.
This course examines the ways in which accounting enables managers to operate effectively through the use of analysis and information as the foundation for managerial decision-making. Topics include cost-volume-profit relationships, cost behavior patterns, flexible budgets and standards for control, relevant costs, capital budgeting and the impact of taxes on management planning. Prerequisites: BUSN 502.

BUSN 622 Financial Management 3 Hrs.
This course examines the financial function and how it relates to other functions of the business firm including how financial decisions can further the basic enterprise's goal of wealth maximization. The student will explore in-depth controversial conceptual problems. This course focuses on the various concepts for manager decision-making under uncertainty, optimum financial structure, cost of capital and asset management. Prerequisites: BUSN 522 and BUSN 620. May not be taken concurrently with BUSN 620.

BUSN 630 Marketing Management 3 Hrs.
This course is designed to acquaint the student with techniques in defining a target market and specifying a marketing mix to satisfy that target. The main point of emphasis is that marketing is a total system of business action rather than a fragmented assortment of functions and institutions. The structure of the course is the case approach, which requires the student to use principles of marketing in the analysis of business problems. Prerequisite: BUSN 506.

BUSN 635 Decision Science 3 Hrs.
This course develops a generalized framework for examining the executive decision making process. Topics included are: decision structures, decision diagramming, and expected value; subjective probability assessment; payoff tables and decision analysis in normal form; Monte Carlo simulation; and the assessment of personal attitude toward risk. Prerequisite: BUSN 508.

BUSN 650 Strategic Management 3 Hrs.
This is the capstone course of the MBA program in which the emphasis is on the strategic planning necessary for an organization to define and achieve its overall objectives. Cases include problems in which economic, moral, personal, social and political factors are involved. A major theoretical or practical project is required. The final exam of the course is comprehensive and is designed to evaluate overall synthesis of content of the foundation and core courses. The capstone course may not be transferred from another institution. Prerequisites: All other core courses.

ELECTIVES

BUSN 652 Technology Management 3 Hrs.
The objective of this course is to develop a management strategy appropriate for dealing with an accelerating stream of technological innovation. Major tips include information systems, EDI, networks and telecommunications, expert systems and artificial intelligence, as well as the impact of technology on issues of ethics and privacy.

BUSN 655 Consumer Behavior 3 Hrs.
This course provides the student with an overview of the consumer decision-making process and factors that influence this process. The course will examine the psychological and sociological aspects of how consumers evaluate their ever-increasing purchasing options. Understanding such a process is a critical factor in strategic planning. The manner in which marketers utilize such information will be emphasized through class analyses. Prerequisite: BUSN 506.

BUSN 656 Operations Management 3 Hrs.
Operations are the means through which a firm's strategic plans are effectively realized. Typically, the vast bulk of a company's people and assets are engaged in operations of one sort or another. Managing operations, then, means dealing with the ways these human and capital resources interact to create products and services. This course will sharpen participants' insights to the impact of corporate decisions on operations through discussion of selected case studies, many of which will deal with firms having a global operating reach. Prerequisite: BUSN 635.

BUSN 657 Marketing Research 3 Hrs.
This course provides an introduction into marketing research processes and results. Upon completing this course, the student should be able to interpret research findings and to reach meaningful conclusions based upon those findings. To meet these objectives, this course requires actual fieldwork supplemented by case studies. Prerequisite: BUSN 506.

BUSN 658 Investment Analysis/Portfolio Management 3 Hrs.
This course includes the study of capital market theory, the balance between risk and return, rates of return required by investors and the study of betas in the capital asset pricing model, all examined from the viewpoint of the private investor. Prerequisite: BUSN 622.

BUSN 659 Advanced Marketing Strategy 3 Hrs.
This course focuses on the pursuit of sustainable competitive advantage in the business environment of an organization. Analysis of successful business strategies indicates the importance of successful market strategies. A market-based approach should provide a clear understanding of the market and how it will change. The marketing strategic process and the strategy choice criteria will be examined using cases and a marketing simulation game. Evaluation will be based on case and simulation analysis. Prerequisite: BUSN 630.

BUSN 660 Communications 3 Hrs.
This course is designed to increase and maximize communication ability and skills required for the professional manager. It includes instruction in written and oral presentations and reports as well as extensive practice in both mediums, including oral presentations and at least two 500-word papers. Where possible, speakers from business and industry will be invited to discuss problems encountered in management and executive-level communications.

BUSN 661 Interactive & Direct Marketing 3 Hrs.
This course is an examination of the technology, processes, and marketing principles critical to the success of interactive, ecommerce, and direct marketing companies, products, and projects. It extends the students' understanding of the principles of marketing to the fastest growing and most dynamic sector of the world economy. The course evaluation combines recitation, case study, and applied experiential learning. Prerequisite: BUSN 506.

BUSN 662 Capitalism and Its Origins 3 Hrs.
What is capitalism? When, where, why and how did it arise? What are its costs and benefits? What are the alternatives to capitalism? This is a course in political economy. It aims to foster clear and dispassionate analysis of volatile issues arising from the impact of a market economy on aspects of contemporary life.

BUSN 664 Legal Environment of Business 3 Hrs.
Focusing on strategy implications, this course will examine the legal, regulatory, political, ethical and social environment of business. Using a case approach, the course builds on a foundation of legal basics, helping practical managers analyze issues and operate within the external framework of their business. Prerequisite: BUSN 605.

BUSN 668 International Finance 3 Hrs.
This course is an in-depth look at the role of money in the modern economy, the international market for currencies, hedging and speculation in international finance, exchange rates and the effect of international money movements on domestic economic activity. Prerequisite: BUSN 615 and 622.

BUSN 670 Specialized Topics in Business 3 Hrs.
Topics will be announced for each term offered. Possible offerings include: International Economics, New Venture Strategies, Organizational Development and Strategic Planning. May be repeated with different subtitles for a total of no more than nine credit hours toward the MBA degree.

BUSN 680 Independent Study 1, 2, or 3 Hrs.
This course requires independent reading and investigation of literature relevant to a specific topic or area of business. Students must complete and have approved a proposal for an Independent Study on a form available in the graduate programs office, prior to registration for this course. This course may be repeated for a maximum of six credit hours.

SYKES

Executive MBA Program

THE McCOLL EXECUTIVE (MBA) PROGRAM

The McColl *Executive* MBA Program at the McColl School of Business is a two-year learning experience rich in opportunities for personal and professional growth. The program works with experienced managers to convey and refine skills and aptitudes critical for their continued career development.

ADMISSION

The Admissions Committee seeks highly motivated applicants who have demonstrated success in management and who have the potential for significant additional responsibility.

TUITION AND FEES

The tuition and fees for the EMBA two-year program beginning January 2002 includes:

Tuition, laptop computer, fees, books, materials	**$39,000**

Tuition is subject to change for subsequent classes. Rates for summer study abroad vary and are in addition to the tuition.

PAYMENT REGULATIONS

Upon signing the application for admission, the applicant accepts as binding all fees and regulations set forth in this catalog.

1. Tuition and fees, less financial aid awarded, are due and payable by January 2nd. Payments are accepted via check, cash, MasterCard or Visa.
2. Students are not permitted to continue classes until satisfactory arrangements have been made to meet all financial obligations. Continued class attendance is contingent upon maintaining good financial standing with the college throughout the terms of matriculation.
3. Participation in graduation and receipt of diplomas and transcripts are permitted only when the student's account has been paid in full.

WITHDRAWAL AND FINANCIAL OBLIGATIONS

Withdrawal-Academic Ineligibility A student determined by the Student Qualifications Committee to be academically ineligible to return will receive a refund if the student has made payments or has a credit balance toward the next term's tuition and fees. Such decisions are made at the end of each term.

Withdrawal-Illness Students who withdraw from all classes during the term as a result of illness will have tuition prorated as of the date of withdrawal, provided the physician recommends withdrawal in a letter to the Registrar's Office.

FINANCIAL ASSISTANCE

As a private institution that places the quality of the educational experience above other considerations, Queens realizes that the cost of attending college is a matter of overriding importance for many families. Applicants should not hesitate to apply for financial assistance. Queens will attempt to meet the financial need of applicants and welcomes the opportunity to work with students. Although most awards are based on financial need, some aid is based on the academic and leadership abilities of applicants, whether or not they have demonstrated need.

Federal Programs *Federal Stafford Loan* eligibility is determined by the Office of Financial Aid. Loans are made by banks, credit unions, savings & loan associations and other agencies. The annual loan limit for graduate students is $18,500. Two types of Stafford Loans are available: subsidized Stafford Loans (need-based loans on which the federal government pays interest during enrollment) and unsubsidized Stafford Loans (non-need-based loans on which the borrower pays interest during enrollment). Terms of the loans and applications may be obtained from participating agencies or from Queens' Office of Financial Aid.

To be considered for the Federal Stafford Loan, a student must have been admitted to Queens as a degree candidate and must complete and submit the Free Application for Federal Student Aid (FAFSA). The form is available from the Queens College Office of Financial Aid. A copy of the student's (and family's, if applicable) federal income tax return, as well as other documentation, may be required for verification purposes. Applications for financial aid should be submitted by entering students as early as possible prior to their first term of enrollment.

All federal programs are subject to revision of funding or regulation by congressional action. Students are encouraged to contact the Office of Financial Aid for the most up-to-date information on these programs.

Financial Aid Probation The MBA Student Qualifications Committee evaluates the progress of EMBA students and determines eligibility for continued enrollment according to established academic standards. Students receiving Federal Title IV financial aid funds must meet these minimum standards. Statements of Academic Progress Standards are sent to all aid recipients with award notices and are available upon request from the Office of Financial Aid.

Students who fail to meet these minimum standards of academic progress will be placed on financial aid probation for a period of one academic term. During the probationary period, students may continue to receive financial aid, provided they are otherwise eligible. Students have this period to re-establish satisfactory progress. If, at the end of the financial aid probationary period, the student fails to re-establish satisfactory academic progress, they will no longer be eligible to receive financial aid until such time that the minimums standards are met.

Students placed on probationary or ineligible status may appeal such action to the Financial Aid Appeals Committee if they believe that extenuating circumstances prevented them from maintaining satisfactory academic progress. Such appeals should be in the form of a letter submitted to the Office of Financial Aid within two weeks of the end of the probationary period (end of exams) or notification of placement on probationary status. The letter should include an explanation of any unusual circumstances and supporting documentation. The Financial Aid Appeals Committee must respond to the appeal within two weeks from date of receipt. If the appeal is granted, the student's progress is assumed to be satisfactory and progress is then measured from the time of the granted appeal. If the appeal is denied, the required minimum grade point average must be achieved at the student's own expense. The decision of the Financial Aid Appeals Committee is final. Once the minimum standards have been achieved, the student is again eligible for financial aid.

Satisfactory academic progress policy This policy is applicable to all students receiving financial aid from the federal or state government or from Queens College. Evaluation of academic progress will be made at the end of the spring semester by the Office of Financial Aid. The academic year evaluated may include any combination of the prior summer, fall, and spring terms. Students must show progress toward completion of their degree requirements to continue financial aid eligibility. The financial aid eligibility timeframe for completion of a degree program cannot exceed 150 percent of the published length of the degree. For example, if your degree requires 54 credit hours to graduate, you are eligible to receive financial aid until you have attempted 81 credit hours. Repeated courses, course withdrawals, incomplete courses and course failures count as hours attempted but not completed. Additional time needed to complete the undergraduate or graduate degree beyond the maximums stipulated must be entirely at the student's expense. Transfer students are treated as first-year students for purposes of measuring the financial aid eligibility timeframe for completion of a degree program.

Financial aid policies The MBA Student Qualifications Committee evaluates students' progress and determines eligibility for continuing enrollment, according to the standards outlined in the "Academic Policies" section of this Catalog. Students receiving financial assistance must meet these minimum standards.

Since renewal of need-based financial aid is not automatic, students must reapply for assistance each year by completing the Renewal FAFSA provided to them by the US Department of Education.

Financial Aid recipients who withdraw during the school year and are due a refund under the established Queens refund policy must return an appropriate portion of the refund according to the policy entitled "Withdrawal-Financial Aid Policy" located elsewhere in this Catalog.

Queens College reserves the right to review and modify an offer of financial aid should the recipient receive aid from other sources.

Blumenthal Fellowships for Not-For-Profit-Managers

These fellowships, sponsored by the Blumenthal Foundation, are available to managers working in not-for-profit organizations, who have distinguished themselves academically and professionally and who have a deep sense of humanitarian concern.

Applications for the fellowships are made at the time of application to the *McColl Executive MBA.* Finalists for the awards are invited for a personal interview with the a Selection Committee. The recipients will be announced prior to the beginning of classes in January.

The fellowship may be renewed for a second year providing the student is in good status.

Entrepreneurial Leadership Circle Fellowship

The Entrepreneurial Leadership Circle is a group of energetic and committed entrepreneurs from the greater Charlotte region whose mission is to encourage and support entrepreneurial education at the McColl School of Business and to foster entrepreneurial spirit throughout its community. In fulfilling its mission, the ELC awards fellowships annually to be applied towards tuition and fees. The award process involves completion of an application and a statement describing the student's entrepreneurial interests and activities.

Degree Requirements

The *McColl Executive MBA* Program is two years of classroom and experiential learning. Courses are highly integrated, emphasizing the interconnectedness of business processes and management concepts. The first summer students participate in an international business study experience. During the second summer, students will be part of a local not-for-profit consulting team. An integrated entrepreneurial group project is required in the last semester.

Executive MBA Academic Policies

REGISTRATION Students will register with the Executive MBA office each term.

EVALUATION SYSTEM Courses are graded on a Pass/Fail basis. Written evaluative feedback on a participant's performance is provided by Executive MBA faculty at the conclusion of each term. Participants also receive substantial performance feedback from classmates. In assessing overall participant performance, the written commentary from faculty is emphasized rather than grades.

INCOMPLETE STATUS An "I" status automatically becomes a grade of F if the student fails to satisfactorily make up incomplete work within one term.

WITHDRAWAL FROM THE PROGRAM A student who wishes to withdraw from the program should notify the Executive MBA office in writing. Upon withdrawal from the program, the grade for the term in progress will be recorded as "W" (withdrawal). At the discretion of the MBA Student Qualifications Committee, a student who withdraws may be permitted to return to the program within one calendar year.

ADMINISTRATIVE WITHDRAWAL If a student fails to register for a term the student will be administratively withdrawn from the program. Also, a student who simply stops attending classes (i.e., four weeks consecutively or four consecutive classes from an individual discipline) will be administratively withdrawn from the program. Any administratively withdrawn student must contact the Executive MBA office to be considered for readmittance.

Queens College reserves the right to require at any time the withdrawal of a student whose conduct or academic work is not considered satisfactory.

ELIGIBILITY TO CONTINUE The McColl School faculty determines the academic standards which are administered by the MBA Student Qualifications Committee. This committee reviews each case of academic difficulty to determine the appropriate action and academic status for the graduate student.

Continuation in the *McColl Executive MBA* program is based on the qualitative recommendation of the program faculty based on the student's individual performance as outlined under "Evaluation System." Should the program faculty evaluate a student's performance as unacceptable, the faculty will refer the evaluation to the Student Qualifications Committee with a recommendation that the student be placed on academic probation. A student on academic probation will be reviewed by the entire program faculty by the end of the subsequent term. Removal from probation is approved by the MBA Student Qualifications Committee on the recommendation of the program faculty.

Students who do not receive a recommendation from the program faculty for removal from probation will be subject to dismissal from the program.

TRANSFER REGULATIONS No courses will be considered for transfer credit. Should a student withdraw from the program and wish to attempt to transfer his or her completed course progress to another institution, a credit-hour description of the student's completed course work can be made available through the Executive MBA office.

TIME LIMIT The *McColl Executive MBA* program must be completed within five years of the student's first day of classes.

GRADUATION REQUIREMENTS Students may graduate from the *McColl Executive MBA* Program only after fulfilling all of their special project assignments and the entire two-year sequence of courses and project work.

VARIATIONS IN DEGREE REQUIREMENTS Any change in degree requirements must be approved by the MBA Student Qualifications Committee.

RECORD OF IMMUNIZATION North Carolina law requires students who matriculate for a class which starts before 4 p.m., including weekend classes, to present valid certificates of immunization to the College at, or prior to, matriculation unless the student is exempt from the law.

Since Executive MBA students will be enrolled in classes that begin before 4 p.m. on weekdays and weekends, they must furnish proof of immunization. Contact current or past physicians to get proof of immunization or to begin immunizations. An Executive MBA student will be exempt from this law if an exemption is granted for medical or religious reasons.

IMMUNIZATION REQUIREMENTS For students born in 1957 or later (and who are at least 18 years of age):

- 3 DPT or Td doses. One Td dose must have been within the last 10 years
- 2 measles (Rubeola) doses on or after first birthday
- 1 Rubella (German Measles) dose
- 1 mumps dose on or after first birthday

For students born prior to 1957:

- 3 DPT or Td doses. One Td dose must have been within the last 10 years
- 1 Rubella (German Measles) dose. This is not required for students age 50 and older
- 1 mumps dose on or after first birthday

Any Executive MBA student who does not present valid proof of immunization or exemption must be immunized within 30 days of orientation. Students who fail to comply will not be allowed to continue classes.

Forms which students may provide their physicians to certify immunization are available in the health center. Students may also call the health center at 704-337-2220 to schedule an appointment for immunizations or to receive further information.

Course Descriptions

EMBA 610 Analysis and Decision 12 Hrs.

The first term is an orientation to the program and to the concepts and analytical tools of management. By the end of the term, students will be familiar with basic analytical concepts and will have a general understanding of the application of such concepts to concrete problem-solving and decision-making. The term material includes Relevant Costs and Financial Accounting, Tradeoff and Process Analysis, Marketing Management, Organizational Behavior, Microeconomics, Decision Structure and Probability Assessment, Basic Law and Ethics.

EMBA 620 Anatomy of the Enterprise 12 Hrs.

Term II provides an understanding of organizational structure and operation. The term further develops the use of analytical concepts and investigates the integrated nature of the organization by examining the interrelated flow of cost, funds, materials and products. The Coursework includes Cost Accounting. Working Capital Management, Forecasting Models and Regression Analysis, Materials Management and Capacity Planning, The Market Environment, Human Resource Management, Macroeconomics, Managing Internal and External Risk.

EMBA 630 Control & Development of the Enterprise 12 Hrs.

The examination of the enterprise expands the integrated business functions and begins the study of the external environment; advances the larger concepts of rationalizing, controlling and developing the organization's activity and begins to develop the strategic relationship of the enterprise to its environment. The term will include Management Accounting, Capital Budgeting and Investments,Technology Management and Operating Strategies, Marketing Strategy, International Economics, Formulation of Competitive Strategy, Internal and External Communication, Legal and Societal Environment.

EMBA 640 Strategic Management 12 Hrs.

The fourth term extends the concept of controlling and directing the enterprise into the relationship between the organization's internal environment and its highly competitive and rapidly changing external environment. The terms coursework includes Budgeting; Responsibility, Accounting and Control; Capital Structure and Financial Strategy; The Marketing Process; History of Capitalism; Competitive Decision; Negotiation; Corporate Communication; Political and International Environment.

EMBA 671 International Experience or Team Community Project 3 Hrs.

During the first summer, students participate in a hands-on exploration of the business environment of Asia, Europe, Latin America, or North America.

EMBA 672 International Experience or Team Community Project 3 Hrs.

During the second summer, students participate in a local not-for-profit consulting project.

MSN / MBA Program

MASTER OF SCIENCE IN NURSING (MSN) PROGRAM

The Vail Program of Nursing offers the Master of Science in Nursing (MSN) degree with a focus in Health Systems Management. The MSN is designed to prepare nurses as interdisciplinary collaborative nurse executives. Integral to the program are interdisciplinary educational experiences with the McColl School of Business.

MSN ADMISSION TO THE MSN PROGRAM

See the Hayworth College Catalog for details on the MSN Program.

DEGREE REQUIREMENTS

The Master of Science in Nursing program consists of 36 credit hours at the graduate level, including 18 credit hours in Nursing core courses, and 18 credit hours in specialty courses. In addition, all students must meet the competency requirements of undergraduate statistics and computer literacy in order to begin graduate level courses.

		HOURS
Nursing Core Courses		
NURS 612	Theoretical Foundations	3
NURS 614	Issues for Advanced Practice Nursing	3
NURS 624	Health Policy	3
NURS 632	Research Methods	3
NURS 634	Health Care Practicum	3
Specialty Courses		
NURS 616	Health Care Administration	3
NURS 628	Health Care Informatics	3
BUSN 502	Financial Accounting	3
BUSN 516	Foundations of Economics	3
BUSN 605	Law and Ethics	3
BUSN 610	Management of Organizations	3
	TOTAL	**36**

MSN/MBA DUAL DEGREES

MSN candidates may also complete the courses for the Master of Business Administration (MBA). Students who plan to complete a dual degree must meet the requirements for both the MSN and MBA, including acceptable GMAT scores. Some MSN courses taken in the McColl School of Business apply toward the MBA degree. Call 704-337-2224 for more information.

	HOURS
BUSN 502 Financial Accounting*	3
BUSN 506 Foundations of Marketing	2
BUSN 507 Foundations of Management*	2
BUSN 508 Foundations of Decision Making	2
BUSN 516 Foundations of Economics*	3
BUSN 522 Foundations of Finance	3
	15
BUSN 600 Leadership Development	3
BUSN 605 Law and Ethics*	3
BUSN 608 International Business	3
BUSN 610 Management of Organizations*	3
BUSN 615 Economic Policy	3
BUSN 620 Managerial Accounting	3
BUSN 622 Financial Management	3
BUSN 630 Marketing Management	3
BUSN 635 Decision Science	3
BUSN 650 Strategic Planning	3
	30
Plus Health Care Concentration*	
NURS 616 Health Care Administration	3
NURS 624 Health Policy	3
NURS 632 Research Methods	3
TOTAL	**54**

* Taken as part of the MSN degee.

NURSING MANAGEMENT CERTIFICATE

Nurses who have a BSN and who meet all admission requirements for the MSN may enroll in specific courses as nondegree students for completion of 15 credit hours for a Nursing Management Certificate.

Nursing Management Certificate Requirements

	HOURS
BUSN 516 Foundations of Economics	3
BUSN 605 Law and Ethics	3
BUSN 610 The Management of Organizations	3
BUSN 614 Issues for Advanced Practice Nursing	3
BUSN 624 Health Policy	3
TOTAL	**15**

Undergraduate Programs

UNDERGRADUATE BUSINESS MAJOR

The McColl School of Business offers undergraduate courses that emphasize the concepts and skills needed to understand business practices, organizations and managerial responsibilities. The McColl School offers the following majors in Hayworth College and the College of Arts and Sciences: Business Administration, Business/Accounting, and Business/Marketing. Business majors lead to the Bachelor of Arts degree. A major in Business prepares students to understand the functional areas of business, human relations in organizations, and strategic policy-making issues.

To earn a Bachelor of Arts degree with a Business major, a student must take at least 36 credit hours in Business Administration courses, 18 or which must be upper division work on this campus. Business majors are also required to complete a minimum of 48 hours of course work outside the McColl School.

ADMISSION TO THE MAJOR

The McColl School of Business requires that undergraduate students wishing to major in Business be admitted to the major prior to taking any upper level courses. Students in other majors may take upper level courses as long as they have the necessary prerequisite(s) for the particular course.

All candidates must make formal application to the Business major during or following the term in which all required prerequisite courses are complete.

Application requirements include:

1. Prerequisite checklist with supporting transcripts
2. Application form

The McColl School Undergraduate Student Admissions Committee reviews applications and notifies students of admission to the major. Acceptance to the major is based on a cumulative grade point average of 2.0 and a grade point average of 2.5 in the prerequisite courses with at least a C- in all prerequisite courses.

Students in Hayworth College may also minor in Business Administration.

MINOR REQUIREMENTS	HOURS
BUSN 207 Financial Accounting	3
BUSN 208 Managerial Accounting	3
BUSN 305 Business Law I	3
BUSN 340 Marketing	3
BUSN 360 Corporate Finance	3
ECON 203 Macroeconomics	3
ECON 204 Microeconomics	3
	21

Prerequisites for all Business Administration majors are:

		HOURS
BUSN 115	Intro to Business	3
MATH 105	Finite Mathematics	3
Or		
MATH 110	Optimization	3
MATH 206	Statistical Methods	3
ECON 203	Macroeconomics	3
ECON 204	Microeconomics	3
BUSN 207	Financial Accounting	3
BUSN 208	Managerial Accounting	3
		21

Major requirements for Business Administration majors are:

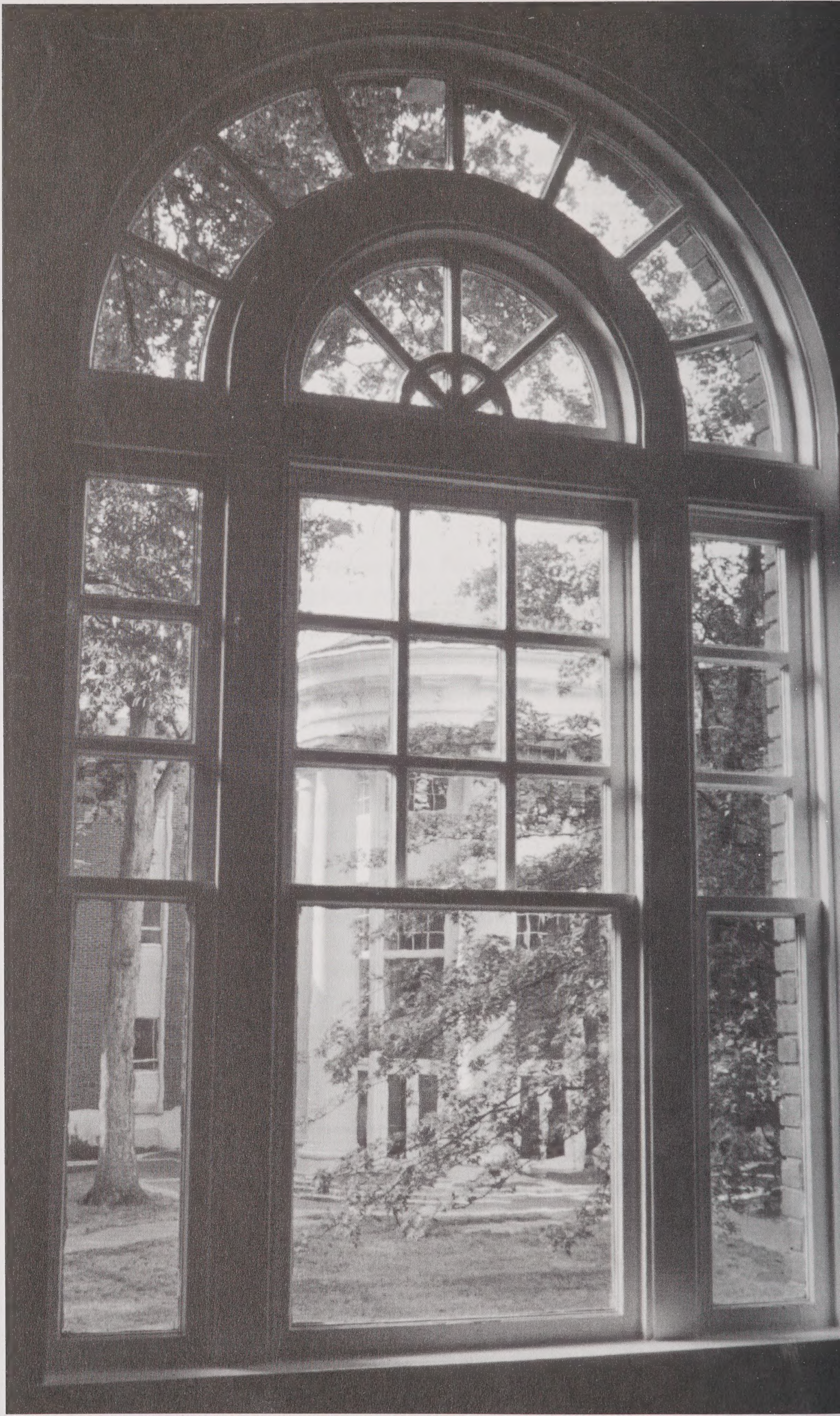
		HOURS
BUSN 305	Business Law I	3
BUSN 320	Business Ethics	3
BUSN 333	Principles of Management	3
BUSN 340	Marketing	3
BUSN 360	Corporate Finance	3
BUSN 485	Strategic Management	3
		18
Plus 12 hours in electives at the 300 or 400 level in BUSN or ECON		**12**
Total Hrs. in Business Administration		**30**
Total Hrs. in Prerequisite & Major		**51**

Major requirements for Business/Marketing are:

	HOURS
BUSN 305 Business Law I	3
BUSN 320 Business Ethics	3
BUSN 333 Principles of Management	3
BUSN 340 Marketing	3
BUSN 360 Corporate Finance	3
BUSN 485 Strategic Management	3
Plus 12 hours in Marketing courses	
BUSN 452 Marketing Management	3
BUSN 453 Marketing Research	3
And two of the following	
BUSN/COMM 341 Advertising	3
BUSN 351 Consumer Behavior	3
BUSN 353 Promotion Management	3
BUSN 420 International Business	3
BUSN 451 Interactive and Direct Marketing	3
BUSN 492 Topics in Business	3
Total Hrs. in Business/Marketing	**30**
Total Hrs. in Prerequisite & Major	**51**

Major requirements for Business/Accounting are:

	HOURS
BUSN 305 Business Law I	3
BUSN 320 Business Ethics	3
BUSN 333 Principles of Management	3
BUSN 340 Marketing	3
BUSN 360 Corporate Finance	3
BUSN 485 Strategic Management	3
Plus 15 hours in Accounting	
BUSN 306 Intermediate Accounting	3
BUSN 309 Advanced Managerial Accounting	3
BUSN 318 Financial Statement Analysis	3
BUSN 413 Auditing	3
BUSN 415 Principles of Taxation	3
Total Hrs. in Business/Marketing	**33**
Total Hrs. in Prerequisite & Major	**54**



Course Descriptions

BUSN 115 Introduction to Business 3 Hrs.
This course is an introduction to each of the principal areas of the business curriculum: accounting, finance, management and marketing, as well as the role of business in American society and the nature of the private enterprise system.

BUSN 207 Financial Accounting 3 Hrs.
This course introduces financial accounting principles. Topics to be covered include recording of transactions, preparation of various journals, posting of ledgers and preparation of income statements and balance sheets.

BUSN 208 Managerial Accounting 3 Hrs.
This course introduces the theory, methods and uses of accounting information in solving business problems. Topics include accounting for partnerships, corporations and income taxes. Prerequisite: BUSN 207.

BUSN 305 Business Law I 3 Hrs.
This is an introduction to law with an emphasis on the legal rights and duties of the individual engaged in business. Topics to be covered include contracts, sales, personal property and bailments. Prerequisite: Sophomore standing.

BUSN 306 Intermediate Accounting 3 Hrs.
This is a study of financial accounting theory and generally accepted accounting principles as they apply to decision making. The interrelationship of accounting standards with information needs of creditors and investors provides a central theme. The role that cash flow analysis plays in gathering and presenting financial information is also a key component in the course. Prerequisite: BUSN 207.

BUSN 309 Advanced Managerial Accounting 3 Hrs.
This course is a continuation of the study of analysis that uses accounting data to manage enterprises. Topics include activity based costing,management,budgeting, the theory of constraints and throughput accounting, standard and Kaizen costing, benchmarking, and the "Balanced Scorecard." Prerequisite: BUSN 208.

BUSN 315 Business Law II 3 Hrs.
This is a continuation of the study of law as it affects the individual engaged in business. Topics include agency, partnerships, corporations, real property and government regulation of business. Prerequisite: BUSN 305.

BUSN 318 Financial Statement Analysis 3 Hrs.
This is a study of the analysis of financial statements by creditors and investors. Factors that impact the presentation of financial statement information are covered, as are the behavioral responses that result from financial analysis. Topics include the study of cutting edge technology that captures and retrieves financial data, the role of regulators in influencing presentation of data to the public, and the dangers of misrepresented financial information. Prerequisite: BUSN 207.

BUSN 320 Business Ethics 3 Hrs.
This is an analysis of business policies and practices with respect to their social impact; patterns of governmental regulations; political activities of trade associations and other special-interest groups; the relationship between public policy and the growth of corporate enterprise and the social responsibilities of business management. This course fulfills the writing-intensive course requirement. Prerequisite: Junior Class Standing.

BUSN 324 Report Formulation and Presentation 3 Hrs.
This course introduces basic techniques of business research; report preparation and presentation, both written and oral. Emphasis on organization and presentation, clarity, brevity, style and use of visual aids.

BUSN 331 Personnel Administration 3 Hrs.
This course studies the personnel function in the organization. Topics covered include job design, staffing, performance appraisal, training and development, compensation and collective bargaining. Current topics in the law (OSHA, Fair Employment Regulations, etc.) which affect the personnel function are considered.

BUSN 333 Principles of Management 3 Hrs.
This is a basic survey of management theory with emphasis on the functional and task requirements of management and behavioral considerations. Specific topics include the planning, organizing and controlling functions of management; contemporary models of organizational design; motivation and performance; and group behavior and influence processes.

BUSN 340 Marketing 3 Hrs.
This is a study of the interrelationship between marketing functions and the other primary functions of firms or organizations. An analytical survey is made of the problems of product planning, pricing, promotion, channels of distribution and legislation affecting marketing activities as related to the satisfaction of individual consumer and societal wants and needs.

BUSN 341 Advertising 3 Hrs.
This course encompasses a full review of the development and execution of advertising campaigns. Aspects of consumer research, market analysis, media planning, creative strategy formulation, federal trade regulation and final production will be examined. Exploration of advertising agency operations and the client/agency relationship will be included. In-class projects and case analyses will provide practical experience in advertising strategy development and evaluation. May be taken as Comm 341. Prerequisite: BUSN 340.

BUSN 351 Consumer Behavior 3 Hrs.
This course provides an overall view of some of the basic perspectives of consumer behavior. An interdisciplinary approach will be stressed including the fields of economics, psychology, sociology and anthropology as related to marketing. Emphasis is placed on the fundamental processes of motivation, perception and learning, as well as analysis of individual and group influences as related to the marketing of goods and services. Prerequisite: BUSN 340.

BUSN 353 Promotion Management 3 Hrs.
This course is a study of the promotion activities of personal selling, advertising, public relations/publicity and sales promotion as part of overall marketing strategies and budgets. Prerequisite: BUSN 340.

BUSN 360 Corporate Finance 3 Hrs.
This course introduces the basic concepts, principles and analytical techniques of financial management. It emphasizes planning and managing assets. Topics include formulating financial objectives, short-term financial analysis, financial forecasting and planning, current asset management, elementary capital budgeting and cost of capital, the nature of long-term sources of funds, analysis of risks in financial decisions involving alternative investment options, mergers and acquisitions, problems in valuation, dividend policy, financial leverage and determination of optimal capital structure. Prerequisites: BUSN 208; ECON 203 and 204; and MATH 206.

BUSN 372 Personal Financial Management 3 Hrs.
This course studies management of personal and family affairs. It includes income and expenditure planning, credit and borrowing, personal savings, taxes, insurance, social security, investing and retirement and estate planning.

BUSN 413 Auditing 3 Hrs.
A study of auditing standards as they relate to internal, external and public-sector auditing. Topics to be covered include auditing theory and ethics, responsibilities and legal liability, audit evidence, audit method and the audit report. Prerequisite: BUSN 306.

BUSN 415 Principles of Taxation 3 Hrs.
This is a comprehensive study of the concepts underlying the federal tax system. The roles that major tax issues play in directing business and financial decision-making are a focal point in this study. Primary emphasis is placed on tax issues facing corporations and partnerships. Personal income taxes are covered only in the context of how sole proprietors and partners would be affected by tax decisions. Prerequisites: BUSN 207 and 208.

BUSN 420 International Business 3 Hrs.
This course surveys and analyzes similarities and differences in management and business practices in selected countries in diverse parts of the world. Evaluation of socio-economic, political, legal, educational and cultural factors on managerial decision-making and business practices in specific environments. Some use of case analysis.
Prerequisites: Economics 203 and 204; BUSN 340.

BUSN 421 Organizational Behavior 3 Hrs.
An examination of the behavioral aspects of organizations within our society, this course includes consideration of the interrelationships between the individual, informal and formal groups; group formation, cohesiveness, conformity and norms; interpersonal communications; conflict; authority, power and influence; leadership, motivation and performance. Students may elect this course as PSYC 421.

BUSN 432 The Entrepreneurial Enterprise 3 Hrs.
The characteristics that distinguish an entrepreneurial enterprise from the concepts of the small business and the large firm are the focus of this course. Present and past case histories will be used to examine the risks and opportunities facing the entrepreneurial firm. The methods used to determine the feasibility of successfully establishing a company and to develop a business plan for entrepreneurial ventures will be studied. Prerequisites: BUSN 333, 340 and 360 or permission of the instructor.

BUSN 441 Retail Strategy and Management 3 Hrs.
This course examins the basic functions, institutions and activities of retailing goods and services with an emphasis on development and implementation of business strategy and management. Includes evaluation and selection of target markets, design of merchandising plan, and financial implications of strategy. Prerequisite: BUSN 340.

BUSN 451 Interactive and Direct Marketing 3 Hrs.
This course examines the technology, processes and marketing principles critical to the success of interactive, ecommerce and direct marketing companies, products, and projects. It extends the students understanding of the principles of marketing to the fastest growing and most dynamic sector of the world economy. Course work combines recitation, case study, and applied experiential learning.
Prerequisite: BUSN 340.

BUSN 452 Marketing Management 3 Hrs.
Marketing strategies used by management under a variety of circumstances and within a variety of business and organizational settings are the focus of this course. The case analysis method is used. Prerequisite: BUSN 340.

BUSN 453 Marketing Research 3 Hrs.
This is an introduction to the research and methods used in the marketing process. Areas given emphasis include sources of market data, sampling surveys, interpretation of data and the relationship of market research to the policies and functions of a business. Prerequisite: BUSN 340 and MATH 206.

BUSN 454 International Trade 3 Hrs.
This course includes topics on international payments, international economic theory, contemporary economic nationalism, international investment and currency problems and the commercial policies of foreign countries. Prerequisites: ECON 203 and 204.

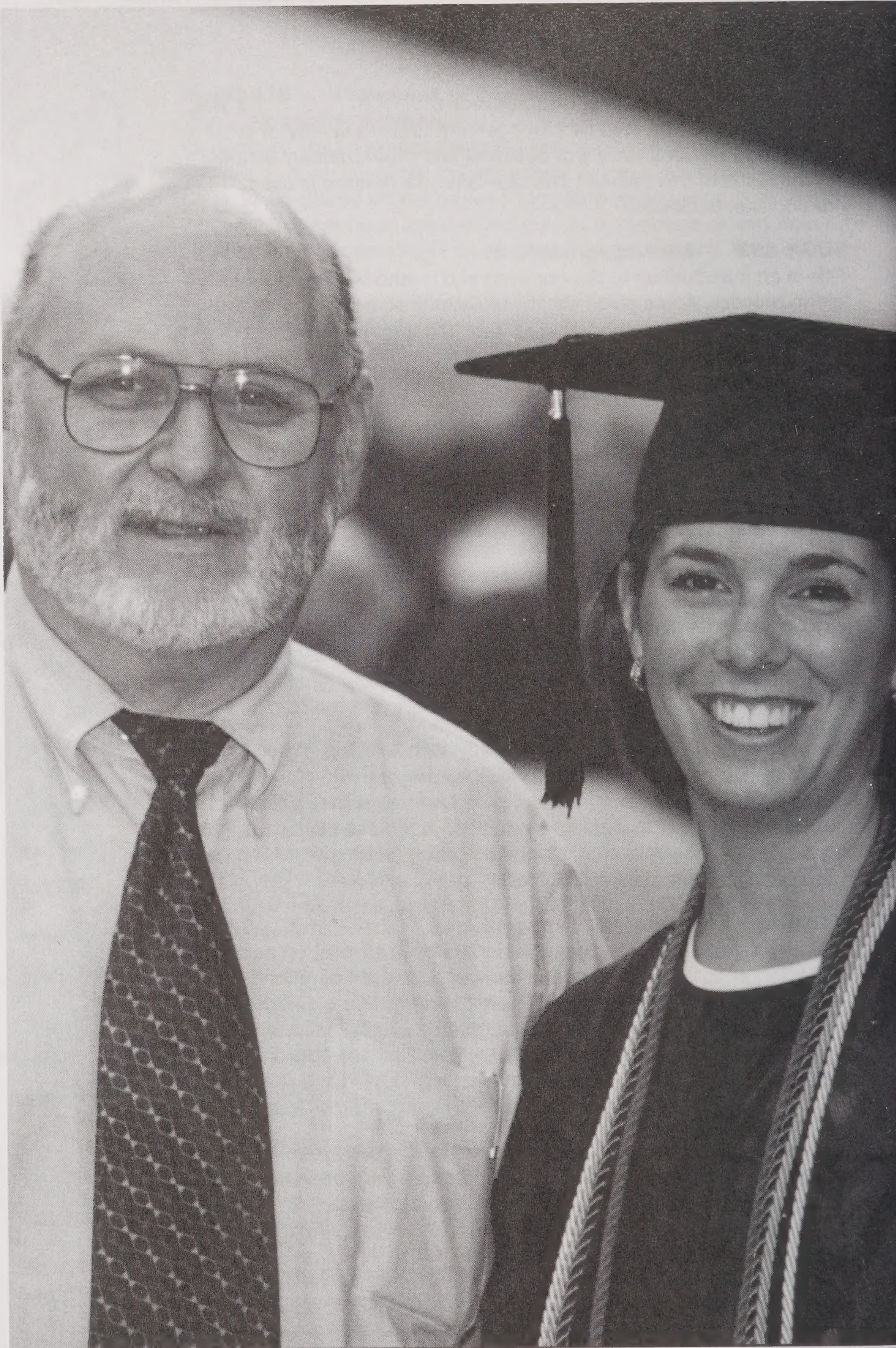
BUSN 470 Principles of Investment 3 Hrs.
This course relates the economic and investment environment to security investment decisions. It includes an introduction to the concepts and techniques relevant to the formulation of investment objectives, strategies and policies for individual and institutional investors and an elementary treatment of portfolio theory and the capital asset pricing model. Prerequisite: BUSN 360.

BUSN 472 Seminar in Financial Management 3 Hrs.
This is an in-depth treatment of advanced problems in managerial finance. Topics include working-capital management, capital budgeting, cost of capital, valuation, dividend policy and long-term financial management. Prerequisite: BUSN 360.

BUSN 485 Strategic Management 3 Hrs.
Designed to develop analytical skills in strategy formulation and implementation and an integrated view of business operations, this course provides a basic grasp of policy problems in a variety of business and governmental settings through the use of case studies. Prerequisites: ECON 203 and 204; BUSN 207, 208, 305, 320, 333, 340, 360; or permission of the instructor.

BUSN 492 Current Topics in Business 3 Hrs.
This course is designed to investigate and evaluate current topics or specialized areas of business. Course topics are announced the semester preceding the offering. Prerequisite: To be designated for each specific course offered.

BUSN 495 Independent Research/Study 1, 2 or 3 Hrs.
This course provides an opportunity for an individually designed program of directed readings or a research project. Each study or project requires approval of the supervising professor and the division chairman. Open to senior business majors with a 3.000 grade-point average in the major.



Queens College Personnel

* HA = honorary alumnus

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W. Terry Young
Billy O. Wireman
ex officio
Trudy Manning Farnell '67
ex officio &
president of the alumni association

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Caroline Love Myers '55

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president
Martha Cooke Player '83
president-elect
Kathy Broadway McCollum '71
first vice president (reunions)
Gwen Corbett Fox '61
first vice president-elect
Molly McGauley '95
secretary
Ruth Anne Maxwell Vagt '69
annual fund chair
Betty Simpson Smith '67
annual fund chair-elect
Sue Fields Ross '61
planned giving chair

PRESIDENTS OF THE COLLEGE

Robert Burwell, 1857–1872
Robert Hett Chapman, 1872–1875
Stephen Taylor Martin, 1875–1878
William Robert Atkinson, 1878–1891
Lily W. Long, 1891–1899
James R. Bridges, 1899–1911
John Livy Caldwell, 1911–1916
James R. Bridges, acting, 1916–1917
Henry Clay Evans, 1917–1918
William Anderson, acting, 1918–1921
William Henry Frazer, 1921–1939
Hunter Bryson Blakely, 1939–1950
McAlister Carson, acting, 1950–1951
Charlton Coney Jernigan, 1951–1953
Herschel Hill Everett, acting, 1953–1954
Edwin Ruthven Walker, 1954–1965; acting, 1965–1967
John Edwin Smylie, 1967–1974
Alfred O. Canon, 1974–1977
Billy O. Wireman, 1978–present

ADMINISTRATION

Office of the President

Billy O. Wireman, President and Professor of Management and Education
Tamara Leavell, Executive Assistant to the President and Assistant Secretary to the Board of Trustees
Angie Mattson, Assistant to President's Office
J. Diane Mowrey, Chaplain and Associate Professor of Religion

Office of the Provost

S. Catherine Anderson, Provost
Bonnie M. Stoffel, Assistant to the Provost and Director of Institutional Research
Anne Ashworth, Administrative Assistant

Athletics

Jeannie King, Athletic Director an Women's Basketball Coach
Chrystle L. Baker, Women's Volleyball Coach and Instructor of Physical Education
Johnathan Brabson, Women's Soccer Coach
Fred Norchi, Men's Soccer Coach
Scott Handback, Women's Tennis Coach
Charles Gordon, Men's Tennis Coach
Marci Turso, Women's Softball Coach
Todd Lawton, Men's Golf Coach
Laura Covington, Women's Golf Coach
Beth Gattuso, Assistant Coach, Women's Basketball and Head Coach, Cross Country
Cid Guridy, Assistant Coach, Cross Country
Bart Lundy, Men's Basketball Coach
Vacant, Assistant Coach, Men's Basketball
Bruce Kreutzer, Assistant Coach, Men's Basketball
Sue Honeycutt, Director of Sports Information and Administrative Assistant
Gail Pace, Athletic Trainer

College of Arts & Sciences

J. Norris Fredrick, Dean of the College of Arts and Sciences and Associate Professor of Philosophy
Melanie Cashio, Coordinator
Mary Caroline Lee, Coordinator of Academic Advising
Jenny Matz, Administrative Assistant

Office of CAS Admissions

Eileen T. Dills, Dean of CAS Admissions and Financial Aid
Judy Johnson, Associate Director for Operations & Data Management
Winnie Bryce, Assistant Director for Records & International Admissions
Dave S. Follick, Assistant Director
Weston Nickerson, Assistant Director
Courtenay Wardell, Assistant Director
Lacy Gapczynski, Admissions Counselor
David Geyer, Admissions Counselor
Tara Notaro, Admissions Representative
Ginny Hill, Admissions Counselor
Kay Lyles, Data Communications Coordinator
Kelly Grant, Admissions Assistant

Office of Financial Aid

Lauren Mack, Director, Financial Aid
Vacant, Financial Aid Counselor
Vacant, Financial Aid Counselor
Andrea Kirsch, Financial Aid Counselor

Continuing Education

Nancy D. Goode, Director
Karen May, Administrative Assistant
Vacant, Administrative Assistant
Laura Green, Certified Financial Planner Program Coordinator
Susan Marr, Certified Financial Planner Program Coordinator

Everett Library

Carol Jordan, Director
Lew Herman, Reference Librarian
John Norris, Reference Librarian
Sally Schulte, Reference Librarian
Paula Brown, Acquisitions & Budget Resources Specialist
Jean Moats, Patron Services & Serials Specialist
Jean Reed, Archives Specialist
Colleen Turnage, Cataloging & Technological Resources Specialist
Donna Taylor, Public Services Coordinator

Faculty Administrative Assistants

Julie A. Dean, Music Department Coordinator
Millicent R. Woods, Administrative Assistant to the Division of Nursing

Hayworth College

Darrel L. Miller, Dean of Hayworth College and Graduate Programs, and Assistant Professor of Business
Kevin Butler, Assistant Director for Academic Affairs
Allison Malloy, Assistant Director for Academic Advising
Cynthia Bourdelat, Coordinator for Education Programs
Gloris Springs, Coordinator of Administrative Services

Hayworth College Admissions

Margaret Larrea, Director
Rachelle Corson Webber, Assistant Director
James Craddock, Admissions Counselor
Cynthia Martin-Manley, Coordinator of Computing Services for Graduate & Adult Programs
Jennifer Pearson, Admissions Counselor

John Belk International Program
William A. Thompson, Director
Lindsay Wallace, Assistant to the Director
Mary Bass, Administrative Assistant

Internships and Career Programs
Keith Surgenor, Director of Internships and Career Programs
Matt Carporale, Assistant Director
Carolyn Patterson, Office Coordinator

McColl School of Business
Pamela S. Lewis, Dean of the McColl School
Marcia Stefan, Assistant Dean for Operations
Barbara Wilson, Administrative Assistant
Susan Cameron, Director of External Relations
Karen Geiger, Director of Leadership Initiative
William L. Berry, Director of Executive Education
Michelle Kennedy, Director of Special Programs
Aimee Williams, Executive Education Program Coordinator
Ginner Hudson, Director of EMBA Program
Ann Temple, Assistant Director of EMBA Program
Billie West, Program Coordinator EMBA Program
Robert L. Finley, Director of MBA
Katie Wireman, Director of MBA Admissions
Lois Ivey, Coordinator of Administrative Services
Kelia Moore, Coordinator of Student Services

Executive in Residence
Frank Gentry
Peter Browning
Stacy Anderson

Office of the Registrar
Ruth Ann Engle, Registrar
Kaye D. Noe, Assistant Registrar
Donna Burford, Assistant Registrar
Jennifer Melton, Coordinator of Records and Registration
Joan S. Raney, Administrative Software Specialist

Student Development
Eric T. Baldwin, Dean
Vanessa Infanzon, Associate Dean
Lauren Smith, Director of Residence Life
Leigh Davis, Administrative Assistant
Dan Calhoun, Residence Life Area Coordinator
Christie Clark, Activities Advisor for Fitness Center
Melanie Gaunt, Resident Coordinator
Jennifer Linderman, Resident Coordinator
Holly Kirksey, Activities Advisor for Charlotte Connection
Connie Strength, Activities Advisor for Outdoor Adventure
Jennifer Wu, Special Projects Coordinator

Health and Wellness Services and Student Counseling Services
Alice Chamberain, Director and Nurse
Vicki Brunnick, Psychological Services Specialist
Harold Hutchinson, Counselor
Vacant, Wellness Coordinator
Betty Davis, Housekeeper

Administration and Finance
Laurie S. Guy, Vice President for Administration and Finance
Jeannette Manning, Director of Financial Research and Institutional Planning
Ann McGuire Ivey, Director of Facilities Planning and Management
Renee Aaron, Rentals and Media Services Manager
Cory Ramsey, Media Specialist
Leslie Michaels, Administrative Assistant

Business Office
Jill N. Jones, Treasurer
Perry Blickenstaff, Director of Accounting
Kathleen M. Nesmith, Systems Specialist
Sandra D. Anderson, Bookkeeper
Connie Berry, Cashier and Collections Bookkeeper
Nicole Pederson, Student Accounts Bookkeeper
Sally Stein, Accounts Payable Bookkeeper
Mary Berkeley, Administrative Assistant

Human Resources
Kim Heffernan, Director of Human Resources
Victoria Barnett, Human Resources Coordinator
Renee DuBois, Human Resources Assistant

Campus Police
Johnnie Ravenell, Chief
Ralph Jetton, Assistant Chief
Chris Brinson, Police Officer
Angela Carver, Police Officer
Damion Cunningham, Security Officer
Sherrill Davis, Security Officer
Pamela Brandon, Communications Clerk
Margaret Jetton, Communications Clerk

Computer Center
Glenn Loomer, Director of Computing Services
Bruce Heldman, Network Administrator
Robert Smith, Technical Support Specialist
Tzer Thor, Technical Support Specialist
Janet Kulick, Office Manager

Campus Services
Mark Tomchin, Director of Campus Services
Timothy Estep, Facilities Manager
Theresa Pride, Supervisor Housekeeping and Operations
Cheryl Moffett, Administrative Assistant

Dining Hall and Bookstore
Vacant, Food Services Director
Melissa Bogan, Production Manager
Denise Clegg, Bookstore Manager
Gregory Morris, Catering Manager
Diane Yates, Secretary

Grounds
Robert Counts
Robert Morton
Marco Flores

Housekeeping
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Richard Agee
Velma Brown
Queen Harris
Carrie Kelly
Lucille Knox
Mary Alice McCory
Minci Phillips
Callie Rivers
Willie Roberts
Lillie Rudisill
Marguerite Springs
Vivian Stewart
Delores Walker
Annie Mae Wallace
Betty White
John Wilson

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Keith Huneycutt
Michael Sheppard
Larry Watkins
Timothy Williams

Post Office
Samuel Covington, Coordinator

Communications Office
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Kimber Flynn, Graphic Designer
Kelli Gaskill, Media Relations Coordinator
Keith Byrd, Media Relations Assistant

Institutional Advancement
Vacant, Vice President for Institutional Advancement
Angie Mattson, Assistant to the Vice President
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Emily McDonald, Annual Fund Coordinator
Carol Butler, Director of Planned Giving
Perrin Marchionne, Director of Donor Relations
Beth Palmer, Coordinator of Development Services
Beth Sauls, Coordinator of Development Services
Mary Scott Pederson, Campaign Director

Office of Alumni Affairs
Adelaide A. Davis, Associate Vice President
Erin Pitts, Assistant Director
Lois Pederson, Administrative Assistant

FACULTY 2001-2002

Date following name and title indicates year of appointment
* = part-time

Dimitra D. Acheson
Assistant Professor of Chemistry, 1994
B.S., University of Athens;
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Professor of Psychology, 1985
B.A., M.A., Ph.D., University of Arkansas

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B.A., Ph.D., Duke University;
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***Randall R. Kincaid**
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Dean of the McColl School
Professor of Management, 2000
B.A., University of Florida;
M.B.A., Southwest Missouri State University;
Ph.D., University of Tennessee

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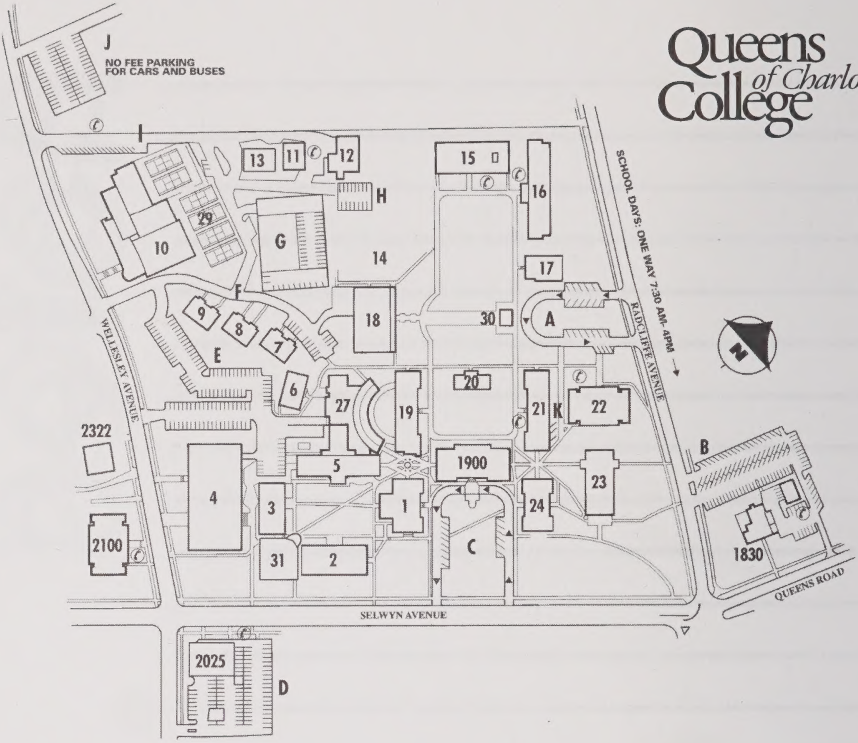
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QUEENS CAMPUS

1. McEwen Building
2. Walker Science Building
3. Dana Building
4. E.H. Little Fine Arts Center
5. Morrison Hall
(adjoins Trexler College Center)
6. Tillet Building
7. Faculty Club/Greek Lodge
8. Greek Lodges
9. Greek Lodges
10. Ovens Athletic Center
11. Carpenter's Shop
12. Heating Plant
13. Campus Services
14. South Residence Hall
15. Wallace Residence Hall
16. Belk Residence Hall
17. Stultz Building
18. Everett Library
19. Watkins Art Building
20. Blair House
21. Hayes Residence Hall
22. Albright Residence Hall
23. Belk Chapel
24. Jernigan Building
27. Trexler College Center
29. Tennis Courts
30. Clock Tower
31. Sykes Learning Center
1830 Harris House
1900 Burwell Hall
2025 Withers House
2100 Barnhardt Hall
2322 Wellesley House

PARKING AREAS

A. **Library Circle** Senior Resident Parking
B. **Radcliffe Lot** College permit
C. **Burwell Circle** Reserved and visitor parking
D. **Wellesley Lot** College Permit
E. **Fine Arts Center Lot** College permit
F. **Greek Row** College permit
G. **Parking Deck** Resident Parking
H. **Auxiliary Lot** College permit
I. **Sports Lane** College permit
J. **Myers Park Traditional School Lot** Open
Cars may park between 5pm and 8am. Buses must contact Campus Police or Special Events Coordinator before parking.
K. **Hayes Hall Lot** Senior Resident Parking

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